



2009-2010
Operating Budget &
Capital Improvement Program



CITY OF
CARLSBAD
CALIFORNIA



City of Carlsbad 2009-10 Operating Budget and Capital Improvement Program

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CITY OF CARLSBAD, CALIFORNIA 2009-2010 BUDGET

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READER'S GUIDE TO THE BUDGET

This budget document has been designed to provide the public concise and readable information about the City of Carlsbad's 2009-10 budget. The budget is separated into three major sections: the Overview, the Operating budget, and the Capital Improvement Program.

Overview

The beginning of the budget document contains the City Manager's transmittal letter and overview information. The overview information will provide summary data to the reader for the Operating budget and the Capital Improvement Program, as well as information on personnel allocations and debt management issues.

Operating Budget

The Operating budget section has seven tabbed sections providing a summary of the operating budget and budget information for each of the six major service areas. The summary section begins with an overview of the revenue assumptions and the policies used to develop the budget. The overview is followed by tables providing detailed information on fund balances, expenditures, and revenues. The following sections are separated by major service areas, which are Policy and Leadership Group, Administrative Services, Public Safety, Community Services, Community Development, and Public Works. Within these broad categories, the budget is organized on a departmental basis. Summaries, financial and descriptive, are included for department groups containing more than one program. The summary page is followed by detailed program information. Some departments consist of one program only, and thus only one page is included for them. For each program, a financial history and the 2009-10 budget figures are presented. Also included are narrative statements describing program activities, associated workload measures or performance objectives, key achievements for 2008-09, and key goals for 2009-10.

Capital Improvement Program

The Capital Improvement Program (CIP) is located in the back of the budget document. An overview of the CIP provides general information about the process used in preparing the budget for capital projects and describes how development information is used to project future revenues that fund these projects. In addition, major CIP projects are highlighted and discussed. The next section contains summary revenue and expenditure tables by funding source and a detailed project expenditure schedule listing the cost and timing of each future and current CIP project. Following this schedule are fund summary pages, which list the revenues and detail expenditures by fund, thus providing cash flow information and annual projected fund balances for each Capital Improvement Program fund.

Appendices

The Appendices contain a detailed listing of the 2009-10 Planned Major Capital Outlay items by department. An Out-of-State Travel Detail is presented next. The last section of the Appendices provides information on the Gann Limit, budget process, accounting system and budgetary control, the adopted Resolution for the budget, and a glossary.



Carlsbad City Council

2009

Five-Year Vision Statements

City Council continues to clarify and pursue the vision of Carlsbad that reflects the pride and quality of life for all who live, work, and play here.

Carlsbad . . .

- Provides a diverse and healthy economic base that creates opportunities for employment to the residents of Carlsbad, economic vitality to the community, and the necessary revenues to support City services.
- Provides programs, policies and decisions to implement the General Plan, enforce the Growth Management Plan, maintain the safety and security of its citizens, and are based on what is best for Carlsbad.
- Occupies a leadership role in local and regional planning, (e.g., water, beach, circulation, and environmental issues) important to local governments actively involves addressing governmental issues at the local, state and national levels.
- Provides an open government leading to the betterment of the community and encourages in a non-partisan manner active citizen participation and involvement with the City Council and the City's Boards and Commissions.

And Carlsbad Efficiently and Effectively...

- Delivers top-quality public services.
- Manages its environment proactively, including:
 - ◊ Open space
 - ◊ Wildlife habitats
 - ◊ Water quality/conservation
 - ◊ Beach preservation
 - ◊ Air quality
 - ◊ Resource conservation and waste reduction
- Promotes a safe and efficient integrated transportation system.
- Maintains citywide "small town" community spirit.
- Provides a community where continuous and life-long learning is supported and encouraged for people of all ages.
- Looks ahead and works to anticipate changes that are required now in order to make a better future for its citizens.

ABOUT THE CITY OF CARLSBAD

The City of Carlsbad is a unique coastal community located 35 miles north of the City of San Diego and surrounded by mountains, lagoons, and the Pacific Ocean. The City is governed by a five-member City Council under the Council/Manager form of government. Although the "village" dates back more than 100 years, Carlsbad incorporated in 1952 as a General Law city, and in 2008 became a Charter city. Currently, the City is over two-thirds developed and is expected to grow from a population of 104,652 to 117,000 once its 42 square miles are built out. Industries in the area include a major regional shopping center; a specialty outlet center; 21 auto dealers; 35 hotels offering over 3,600 rooms for tourist lodging; high technology, multimedia and biomedical businesses; electronics, golf apparel and equipment manufacturers; several business and light industry parks; and numerous land developers building single and multi-family housing in a variety of community settings.



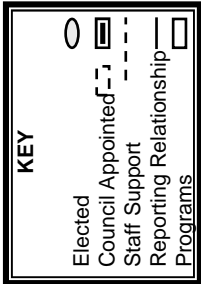
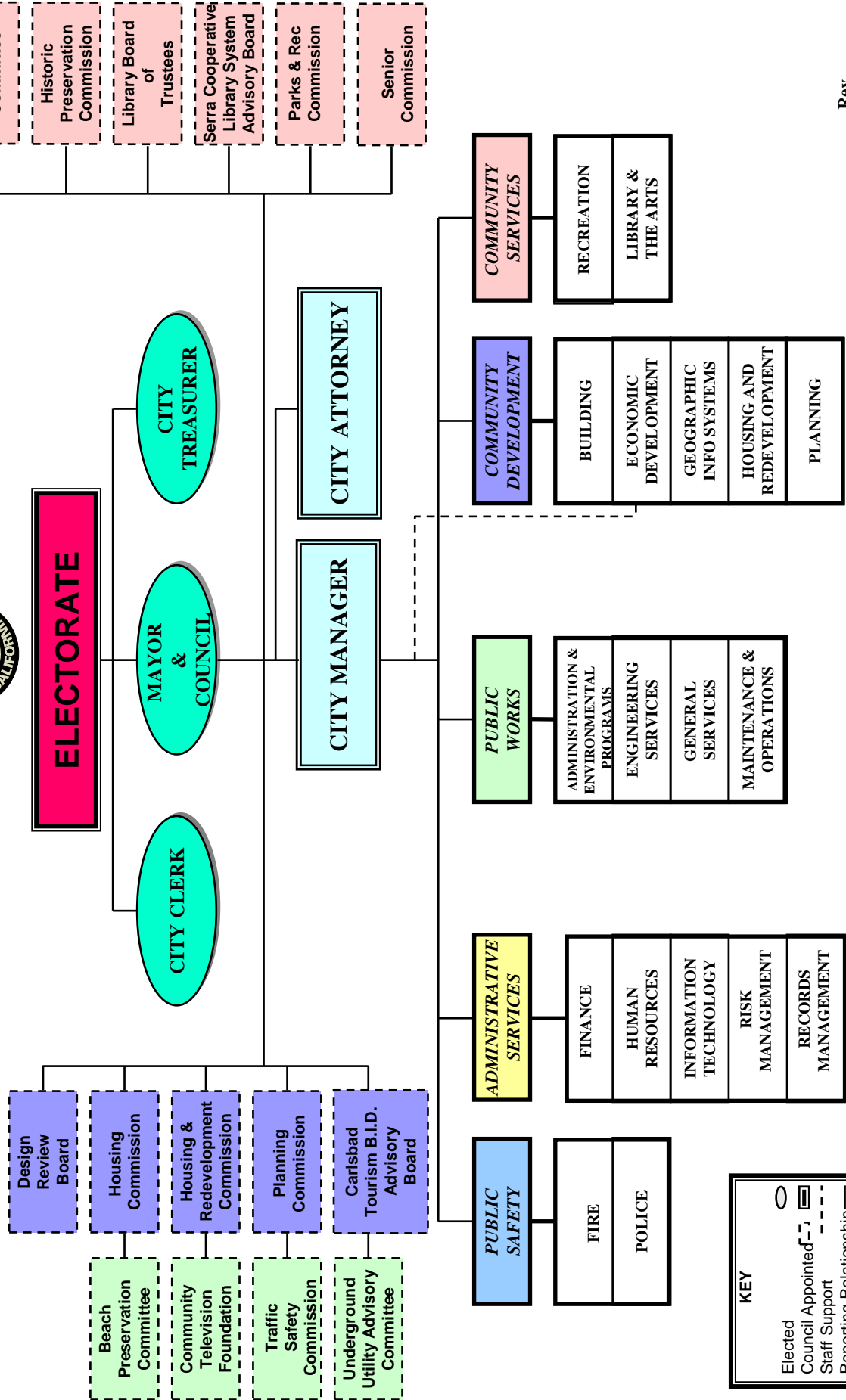
The City provides the full range of services normally associated with a municipality including police, fire, parks and recreation, library, planning and zoning, building and engineering, various maintenance services, and administration. The City provides water services through the Carlsbad Municipal Water District, a subsidiary district of the City. The City Council serves as the Board of Directors for the Carlsbad Municipal Water District. Solid waste collection is provided through a franchise agreement with a local refuse collection service.

In addition to the usual City services, Carlsbad offers a wide variety of programs to help local residents and businesses. The City has a Redevelopment Agency with two active areas: the Village Redevelopment area that encompasses 0.4 square miles of the downtown area; and the South Carlsbad Coastal Redevelopment area, which is just south of the Village Redevelopment area and fronts the Pacific Ocean. The City's Housing Authority administers federal housing assistance to 620 low-income Carlsbad families. Older Carlsbad residents receive assistance through the City's senior citizen programs.

School programs and facilities are provided by four different school districts located within the City boundaries. The City Council has no direct control over these school districts; however, the Council recognizes the importance of quality school facilities and programs to Carlsbad's residents. Thus, the Council and staff work with the school districts on a regular basis.



CITY OF CARLSBAD ORGANIZATION CHART



Rev
05/14/08



OVERVIEW



City of Carlsbad

Office of the City Manager

To the Honorable Mayor and City Council:

2009-10 BUDGET TRANSMITTAL

I am pleased to submit the FY 2009-10 Operating Budget and Capital Improvement Program for the City of Carlsbad. The combined budget totals \$261.5 million, with projected revenues of \$253.3 million. Of the total budget, \$191.1 million (73%) will be used to fund the operations of the City, while \$70.4 million (27%) will go toward the construction of capital improvements throughout Carlsbad. Our goal has been to prepare a comprehensive financial plan for services, programs, and capital projects that will assist the Council in the achievement of its vision for Carlsbad.

The FY 2009-10 budget was a challenging budget due to the economic recession. The budget was developed with an emphasis on reducing expenditures to be in line with anticipated revenues and as much as possible maintaining the important services provided to the citizens of Carlsbad. Due to Carlsbad's diverse local economy, the City may not be as negatively affected as other parts of the nation; however, Carlsbad is still being impacted by the economic recession. The General Fund revenues anticipated to be generated during FY 2009-10 are expected to be \$7.2 million or 6.2% less than revenues received in the previous fiscal year. This decline in revenue growth has dictated the amount available to spend on the operations of the City. There are no new programs, services or positions being added this year. The reductions in expenditures were targeting to items that would not be directly felt by the citizens of Carlsbad.

The development of the budget also focused on the long-term impacts of the recession and how to ensure creating a sustainable community. The City is approaching buildout and will be ushering in a new era focusing on maintaining the City's infrastructure rather than building it. The FY 2009-10 budget focuses on maintenance of current infrastructure and continued investment in the Infrastructure Replacement Fund to ensure that the City is capable of having a solid financial foundation to support the infrastructure that was primarily created through development. As the development eases, the City is poised to maintain the City's facilities and infrastructure to help support the important quality of life that our citizens value. The FY 2009-10 budget reflects the anticipation of these changes by using methods that fulfill the current demand while allowing for a smooth transition into a maintenance mode in the future.

Overall, the operating budget has increased by 1.3%. The increase is predominately due to the increased costs of water purchased as well as the increased efforts for infrastructure maintenance in Water Operations. The General Fund operating budget has decreased by \$3.6 million or 3.2% from the previous year's expenditures and \$13.9 million or 11% from the FY 2007-08 expenditures. The City's total Capital Improvement Program budget contains approximately \$441.3 million for 225 projects to improve the City's roads, parks, water and sewer infrastructure and build civic projects through buildout.

A large portion of the capital program will expand the City's recreational venues with the Alga Norte Park and Aquatics Center. The City is also working on numerous road segments that will greatly enhance its transportation system as well as water projects



that will ensure an adequate water supply for Carlsbad's residents and businesses. A large number of the resources in the operating budget will be dedicated to meeting the development schedule for these and many other projects contained in the Capital Improvement Program.

The economic recession has negatively impacted the General Fund's largest revenue sources including property taxes, sales taxes and transient occupancy taxes. The City's property taxes are expected to decrease by approximately 5.2% this year. Consumer confidence has significantly impacted the City's sales taxes especially in the area of auto sales. For FY 2009-10, sales taxes are expected to decline by 12.5% from the previous year. In addition, transient occupancy taxes are expected to decline by 10.2% due to fewer group events and conventions as well as an overall decline in travel. The State and U.S. economies continue to face challenges and this recession and the anticipated slow recovery has been taken into consideration in the revenue forecast.

One of the systems in place to keep the City financially strong is the Infrastructure Replacement Fund. This fund was set up to ensure that resources are available when needed to replace the City's streets, sidewalks, buildings and other infrastructure. The City of Carlsbad is relatively new, so it has not yet experienced the significant cost of replacing the infrastructure as it ages. Carlsbad is beginning to experience the high cost of major repairs on some of the older roads. The Infrastructure Replacement Fund will be used to accumulate funds and pay for the replacement of the City's infrastructure as needed. This year's budget allocation is approximately 6.0% of the General Fund revenues for a total of a \$6.5 million allocation for this program.

Carlsbad has a General Fund reserve policy to help ensure that adequate levels of fund balance are available to help mitigate current and future risks. The reserve can be used to help address unanticipated events including emergencies and natural disasters. The City Council has implemented a minimum General Fund reserve of 30% of the General Fund Operating Expenditures and a target of achieving a reserve of up to 40 to 50% of the General Fund Operating Expenditures. The target reserve would be pursued whenever fiscally possible and financially prudent to do so. The current reserve is 42% of the General Fund Operating Expenditures.

The City of Carlsbad has a long history of fiscal discipline. That fiscal discipline along with a well diversified revenue base helped earn the City a AAA credit rating; the highest possible. The City will continue to be fiscally conservative and use the ten-year forecast planning tool to ensure that decisions made today also provide positive impact to the City in the future.

I appreciate the City Council for providing the long-term direction and support that are crucial for the City to achieve its goals. I would also like to recognize the contributions of City staff for not only reducing their operating spending but doing it in such a way as to minimizing the impact to our citizens. This City team helps create a successful operating plan and Capital Improvement Program that continues to provide quality services to all who live, work, and play in Carlsbad. Their efforts are critical to the City's ultimate success.



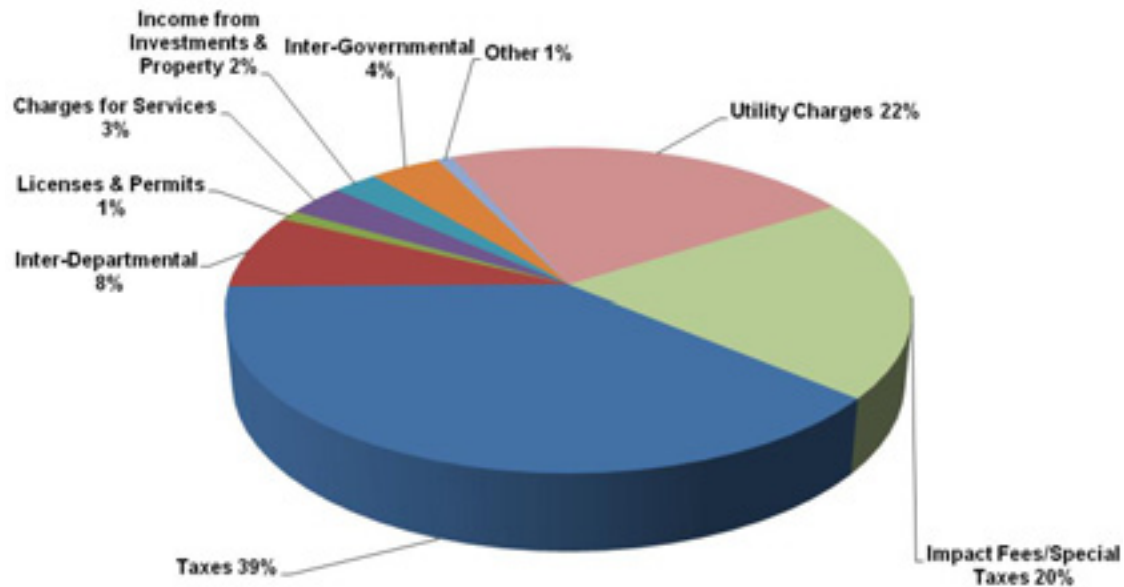
LISA HILDABRAND
City Manager

CITY OF CARLSBAD BUDGET HIGHLIGHTS

CITY OF CARLSBAD BUDGET HIGHLIGHTS FISCAL YEAR 2009-10

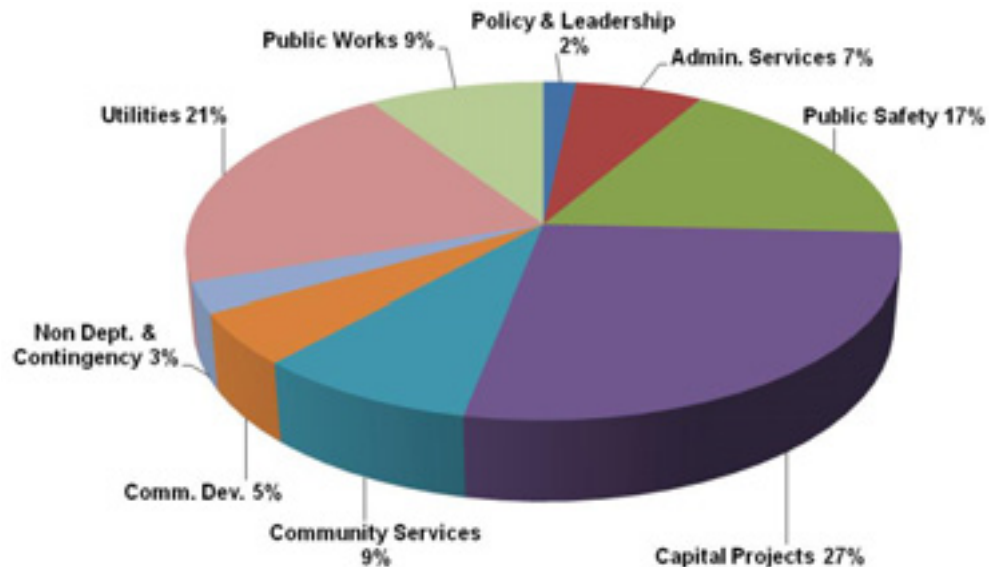
WHERE THE MONEY COMES FROM...

ESTIMATED REVENUES \$253.3 MILLION



WHERE THE MONEY GOES...

ADOPTED BUDGET \$261.5 MILLION



CITY OF CARLSBAD BUDGET HIGHLIGHTS

The City's budget is comprised of two pieces; the operating budget and the capital improvement program budget (CIP). The CIP provides the funds to build the parks, roads, buildings, and other infrastructure of the City while the operating budget provides the money to staff and operate the facilities and infrastructure as well as provide important services to the citizens and visitors of Carlsbad. The operating budget totals \$191.1 million and is expected to generate \$194.6 million in revenues. The CIP contains the current year budget allocation of \$70.4 million and outlines approximately 225 future projects at a total cost of \$441.3 million through buildout of the City. Capital revenues for Fiscal Year 2009-10 are estimated at \$58.7 million. The capital projects include parks, civic facilities, as well as infrastructure needs anticipated for the future that are not expected to be constructed by developers.



The budget overview on the following pages will provide the reader with a good understanding of the budget process and the economic profile of the City as well as with a broad overview of the services and projects planned for the 2009-10 Fiscal Year. This section also addresses debt management, including a schedule of the outstanding bond issues. More detail on the City's numerous programs and projects can be found throughout the remainder of the document.

BUDGET PROCESS

The budget process for the City of Carlsbad begins early in the calendar year, with a review and update of the City Council's five-year vision statements. Through the vision statements, Council defines and clarifies their vision of Carlsbad. The City Council also provides the City with their top priority projects, which further defines their vision. The strategic goals for the City are developed next. These statements are reflected in the box on the right. The goals further define the methods used to achieve the vision and highlight areas where Council desires to place special emphasis during the year. Once the vision, goals and priority projects are developed, staff develops operational goals based on Council's direction. These operational goals are the basis for the development of the Operating Budget.

City of Carlsbad Strategic Goals

Balanced Community Development – A city that connects community, place and spirit, through balanced and economically sustainable land uses.

Citizen Connection and Partnership – A city that embraces Community connectivity through the effective use of technological and interpersonal mediums.

Communications – Ensure that community members, Council and staff are well informed, continuing to be a more responsive government while providing a high level of citizen confidence in its government.

Environmental Management – An environmentally sensitive community by focusing on: conservation, storm water, sewage collection and treatment, solid waste, and cost effective and efficient use of energy including alternative energy sources.

Financial Health – Pursue and implement proactive strategies that support sustainable economic health and manage City resources effectively.

Learning, Culture & Arts – Promote and support continuous learning, cultural opportunities and the arts within the community and the City organization.

Parks / Open Space / Trails – Acquire, develop and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible, and are consistent with the General Plan and Growth Management Standards.

Safe Community – Maintain a safe and secure community through collaborative partnerships. Public safety providers support high standards, deliver protection of life and property, and encourage community involvement in prevention and preparedness efforts.

Transportation / Circulation – Provide and support a safe and efficient transportation system that moves people, services and goods throughout Carlsbad.

Water – Ensure, in the most cost-effective manner, water quality and reliability to the maximum extent practical, to deliver high quality potable and reclaimed water incorporating drought-resistant community principles.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

Carlsbad's Operating Budget is a tool that guides the achievement of Council's vision, goals, and priority projects for the City. The budget allocates the resources, and sets the priorities for the programs offered by the City. Thus, it is an integral part of making Carlsbad a wonderful community in which to live, work and play. In addition, the budget is a fiscally conservative balanced budget, to effectively sustain the community and essential City services far into the future.

ECONOMIC PROFILE



The **US economy** has been in a recession since December 2007. According to the Bureau of Economic Analysis, the economy is expected to contract at an annual rate of 6.1% in the first quarter of 2009, which is fairly consistent with the 6.3% decline in the fourth quarter of 2008. While consumer spending grew 2.2% in the first quarter of 2009 after contracting by 4.3% in the fourth quarter, this increase was offset by declines in exports, business investment and

housing construction. Prices of goods and services purchased by US residents fell 1% for the first quarter of 2009, compared to a 3.9% decrease in the fourth quarter of 2008. Consumer sentiment rose to 67.9 in May 2009 from 65.1 in April according to the Reuters/University of Michigan index. The index reached a thirty year low of 55.3 in November 2008. "Financial – market improvement and the fiscal stimulus is leading to stabilization in spending and improvement in confidence," said Dean Maki, co-head of U.S. economic research at Barclays Capital Inc. in New York.

In May 2009, Ed Leamer at UCLA Anderson Forecast, predicted that the second half of calendar year 2009 is expected to be better than the first half. He expects the housing market to bottom out in the middle of 2009 and expects that the national unemployment rate will reach 10%.

Kenneth Rogoff, Professor at Harvard University's Department of Economics said that the economy still faces serious challenges. Rogoff says that the housing market is going to take five years to recover and that the large budget deficits will push out growth. Several other economists believe that the economy has not yet hit bottom and that when it does, it will be a long and slow recovery.

California's economy is slow as well. While the federal government in February 2009 approved a stimulus package that would lower taxes and invest in infrastructure, the State of California during the same timeframe increased taxes and reduced infrastructure spending thereby offsetting the benefits for California of the federal efforts. The UCLA Anderson Forecast in May 2009 projected that real personal income in California will be a -0.8% for 2009, 0.7% for 2010 and 3.8% in 2011. In addition, the unemployment rate is expected to be 11% in 2009, 11.7% in 2010 and 10.8% in 2011. In addition, economists from UCLA Anderson Forecast are concerned with the overall uncertainty, especially in the areas of slower consumption growth, the need to reduce government employment, higher state taxes, and pessimism from business sector investors. This uncertainty could lead to higher unemployment this year than assumed in their current forecast. This economic uncertainty is at the forefront as the City of Carlsbad develops a preliminary budget for FY 2009-10.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

Locally, the **San Diego economy** is struggling as well, according to several local economists, including University of San Diego (USD) economist Alan Gin. The University of San Diego's Index of Leading Economic Indicators for San Diego County declined 2.2% in March 2009 which has been falling 35 of the last 36 months. In March 2009, there were sharp declines in all six of the components in the index led by a record drop in help wanted advertising. The local unemployment rate was 9.3% in March, up from 8.9% in February 2009. For the rest of 2009, Alan Gin is predicting the local economy will remain strongly negative. Compared to the same period in 2008, residential units authorized were down almost 25 percent for the first quarter of 2009. According to Alan Gin, "Both the national and local economies are caught in a vicious cycle where job losses are reducing incomes, which reduces consumption, auto sales, and home sales, which in turn leads to even more job losses." A chart reflecting USD's economic indicators is reflected below.



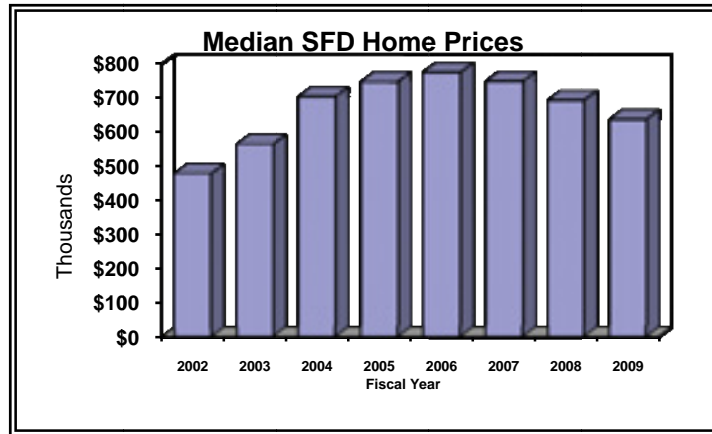
The total USD index for March 2009 is 100.7, which is down 18% from the March 2008 index of 122.7. It is unclear how much longer the index will continue on this declining trend.

Carlsbad's economy is tied closely to that of the San Diego region and is feeling the effects of the economic recession. During FY 2008-09, the City lowered its annual General Fund revenue estimates by \$4.6 million due to a significant slowdown in sales tax, transient occupancy taxes (TOT) and

overall development activity. Due to the lag time between the payment of property taxes and the housing decline, for FY 2008-09 property taxes are expected to grow by approximately 7%. TOT, the City's gauge of the tourism industry, are expected to end FY 2008-09 showing a 5.5% decline even though there was growth in the number of hotel rooms during FY 2008-09. Sales taxes are expected to end FY 2008-09 with a decline of 6.2% due to the slow economy especially the decline in auto sales. Overall the City is anticipated to end FY 2008-09 with a 3.1% decline or \$3.7 million less in revenue compared to FY 2007-08.

Carlsbad's residential real estate market has slowed significantly throughout FY 2008-09. For FY 2008-09 through April, the City has issued 91 dwelling units as compared to 290 dwelling units for FY 2007-08 for the same time frame. For Industrial and Commercial, the City has permitted 220,963 square feet for FY 2008-09 through April, compared to 963,295 square feet for FY 2007-08 for the same time frame. The number of permits for the rest of the fiscal year is expected to be very slow due to the stagnant economy. While development has slowed significantly, there are a number of new residential communities under construction or in the final phases of development that will add to the residential housing stock in Carlsbad albeit the timing has been delayed due to the economy. The Villages of La Costa projects known as the Oaks North, the Greens and the Ridge are either complete or under construction, and will ultimately add approximately 1,769 single-family and multi-family units when complete. In addition, the Robertson Ranch area, which is expected to contain over 1,000 residential units, has pulled permits to begin building the model homes. The completion of these master planned communities will signal an end to the large-scale residential developments in Carlsbad.

CITY OF CARLSBAD BUDGET HIGHLIGHTS



As the housing market has cooled, the housing prices have declined as well. The median price for single-family homes in Carlsbad was \$639,000 for March 2009, a decrease of 8% from the previous year. The total assessed values in the City stand at over \$23 billion; an increase of nearly 50% over what they were just five years ago. The City is projecting it will add about 749 more residential units and an additional 1.8 million square feet of commercial/industrial development

over the next five years. The City's residential housing stock is about 90% built out, with approximately 4,980 housing units remaining to develop.

Commercial and industrial development has been averaging 1,129,000 square feet per year over the last five years. Due to the economic recession, it is expected that commercial and industrial development will average 509,000 square feet per year over the next five years with the large industrial developments including Carlsbad Raceway and Palomar Forum, Dos Colinas Retirement Community, El Paseo Retail and Restaurants and the desalination plant. Some of the major companies in town include the Gemological Institute of America, ViaSat, Life Technologies (formerly Invitrogen), Callaway, Taylor Made, Upper Deck, and many others.

Commercial development has brought much needed entertainment and shopping venues to citizens and visitors alike, as well as generating additional sales taxes to help pay for City services. Carlsbad is home to Car Country Carlsbad – an auto mall; the Carlsbad Premium Outlets – a specialty outlet center; Plaza Camino Real – a regional shopping mall; a Costco center; and the Forum at Carlsbad – a commercial center with upscale retail shops, restaurants and other commercial uses.

Development has also enhanced Carlsbad's reputation as a destination resort for tourism. The City is host to a major family theme park: Legoland, and has two luxury resorts available for its visitors: the Four Seasons Resort at Aviara and the La Costa Resort & Spa. There are also a number of other quality hotels and motels in the City, with the most recent additions being the Sheraton Carlsbad Resort and Spa, Homewood Suites and Hampton Inn.

The City of Carlsbad opened a municipal golf course in the summer of 2007 which has further enhanced the tourism attractions the City offers. The municipal golf course, The Crossings at Carlsbad, is an 18-hole, destination golf course set in the rolling hills and canyons of Carlsbad. With ocean views, high quality golf experience, a first class restaurant and clubhouse, and linkages to hiking trails, The Crossings at Carlsbad is a destination spot for golfers and non-golfers alike.

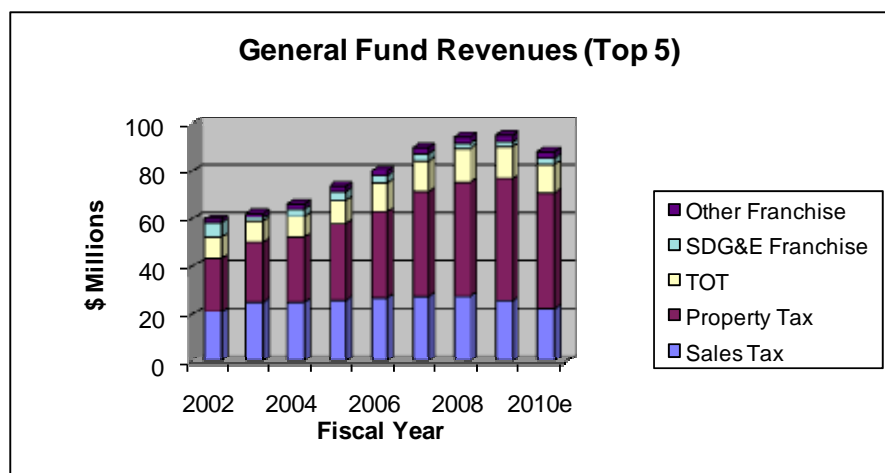
It is the Council's goal to ensure that the City remains in good financial health, and there are a number of steps the City has taken to attain that goal. One of the steps is the Growth Management Plan. This plan was adopted by the citizens to ensure that all necessary public facilities were constructed along with development. It also ensures that a financing plan is in place to pay for the facilities prior to the development of the property.

In addition to the Growth Management Plan, the City also prepares a long-term financial model for both the capital and operating needs of the City. With a growing city such as Carlsbad, it is imperative that we plan for the impacts of the economy, serving new development and operating new public facilities, as well as planning for capital needed to build them. Thus, the City

CITY OF CARLSBAD BUDGET HIGHLIGHTS

prepares a ten-year operating forecast for the General Fund, and a 15+ year Capital Improvement Program. As part of the Capital Improvement Program, the City annually calculates the amounts needed to pay for the various projects, and calculates the anticipated operating budget impacts. In this way, the City can anticipate the effects of development from both a capital and an operating perspective.

One important initiative the City has undertaken to ensure its financial health is the development of an Infrastructure Replacement Fund. With this fund, the City sets aside money on an annual basis for major maintenance and replacement of its infrastructure. Much of the City's infrastructure is relatively new; thus, the City is just now experiencing the impact of maintenance requirements. By setting aside funds now, the citizens of Carlsbad can be assured that the proper maintenance and replacement, as needed, will be performed on streets, parks and many facilities for which the City is responsible.



Even with the economic slowdown, Carlsbad's current economic position is an enviable one. A relatively healthy and well diverse local economy over the past ten years provided additional revenue-generating sites that allowed the City to continue to add new facilities and services for the citizens. The City hosts three regional

shopping areas within its boundaries; a large regional mall, an outlet center, and a high-end retail center in the southern part of town called The Forum. Together, these sites contribute approximately \$4.3 million annually to the City's sales taxes. The City's Auto Mall generates another \$4.5 million per year in sales taxes for the City. Legoland, a family theme park, contributes to the City's sales tax base and stimulates the development of new hotels in the area. The effect of the new development and the demand for housing in Carlsbad is an increasing tax base. The four major revenue sources for the City: property taxes, sales taxes, transient occupancy taxes (TOT), and franchise taxes, are expected to provide \$88 million, or 81%, of the City's General Fund revenues in FY 2009-10, compared with approximately \$95 million in FY 2008-09. These taxes and fees are the major source of funding for most of the City's services, and allow the City to live up to its reputation as one of the premier locations in San Diego County.

Overall, for FY 2009-10, the General Fund revenue is projected to decline by 6.2% from the previous year's estimates. The City's sales taxes are projected to decline by 12.5% for Fiscal Year 2009-10 primarily due to the significant decline in auto sales. In addition, due to the decline in housing prices, the County Assessor has estimated that the City should expect property tax revenues to decrease by almost 2.8% for FY 2009-10. New building permits are expected to continue to be slow and the development related revenue items have been adjusted accordingly for Fiscal Year 2009-10. And finally, tourism is expected to be impacted by low consumer confidence and job losses, so TOT receipts are projected to decline by 10.2%. More information on all of the City's revenues and programs can be found in the later sections of the document.

CITY OF CARLSBAD BUDGET HIGHLIGHTS



State of California – In addition to the economic recession and the uncertainty on when the economy will begin to recover, the State of California's fiscal problems also cast a shadow on the City's economic future. The State of California has been in a severe fiscal crisis for a number of years. Through a variety of loans, one-time revenues, interfund borrowings, and raids on city, county and special district funds, it has been able to manage its cash flows and stay solvent. However, more drastic measures are necessary for the state to finally balance its budget.

The Governor's May Revise Budget has been released for FY 2009-10. In May 2009, the state reported the budget deficit will be \$21.3 billion. The Governor has proposed deep cuts to state programs and services including education and health and human services. The budget also includes a proposal to borrow \$2 billion from local governments. This would translate to approximately \$4.5 million from the City of Carlsbad's General Fund.

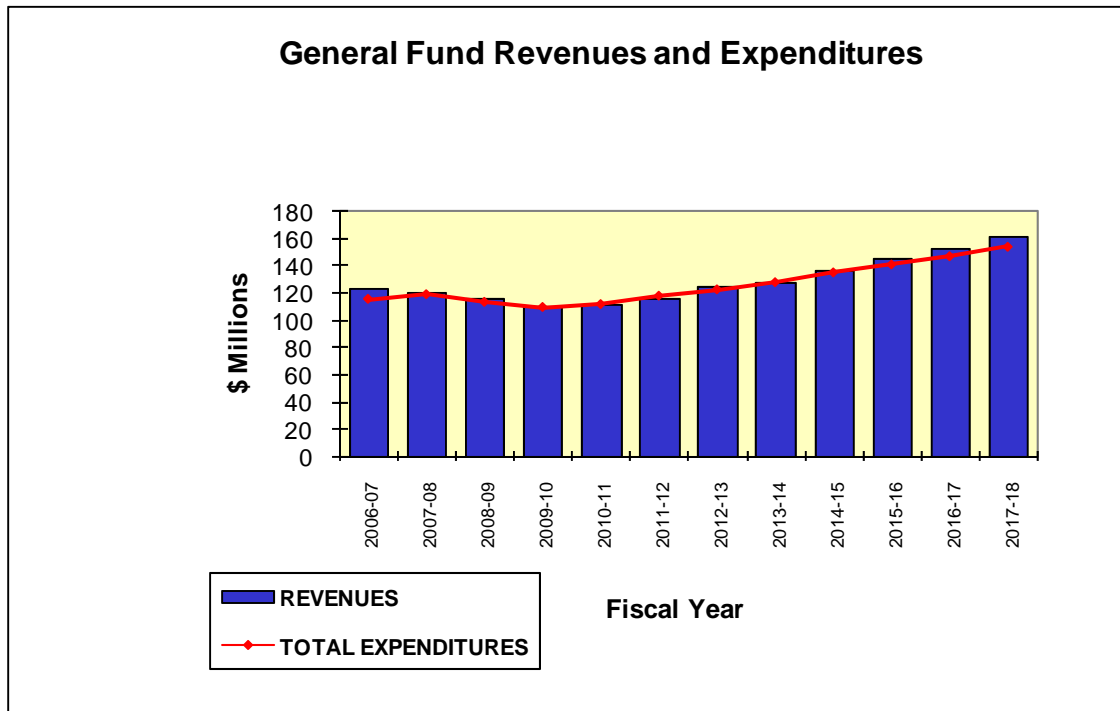
As a result of previous attacks on cities' revenues, a coalition of cities, counties and special districts supported Proposition 1A which was approved by the voters in November 2004. The measure included a provision to help prevent the Legislature from reducing the combined property tax shares of cities, special districts, and the county, except to borrow the funds on a temporary basis to address a "severe state fiscal hardship." According to Proposition 1A, if the state borrows funds from local governments, the state is required to pay back the funds within three years including interest. The state can only borrow two times within a 10 year period and is required to pay back the first loan before another borrowing can occur.

Looking Forward

As stated earlier in this document, the City prepares ten-year forecasts for the General Fund each year in order to understand the effects of actions taken today on the City's future. The City has experienced remarkable revenue growth over the past ten years due to the development of the majority of its commercial sites. Currently the economic uncertainty has created a forecast with much smaller surpluses projected than in the recent past and in a few years projected deficits. The future will bring a few more commercial sites but at a much slower pace especially in the next few years due to the economy. Until the housing crisis can recover, it is anticipated that residential development will continue at a much slower pace. There are also quite a few City facilities – mainly parks and civic facilities – planned in the future to serve the growing population. The new facilities will add operating costs to the City's General Fund budget as they are completed and opened for use. The timing of opening these facilities has been reviewed to ensure that the facilities are opened during a time when the General Fund can support these additional operating costs.

These new facility operating costs have been incorporated into the General Fund forecast shown on the next page and projected over the next ten years. The emphasis will continue to be maintaining existing infrastructure. New civic facilities will be planned when there is anticipated financial capacity to operate and maintain those new facilities when they are opened. While no forecast is ever totally accurate, it does represent a likely scenario given the assumptions on which it is built.

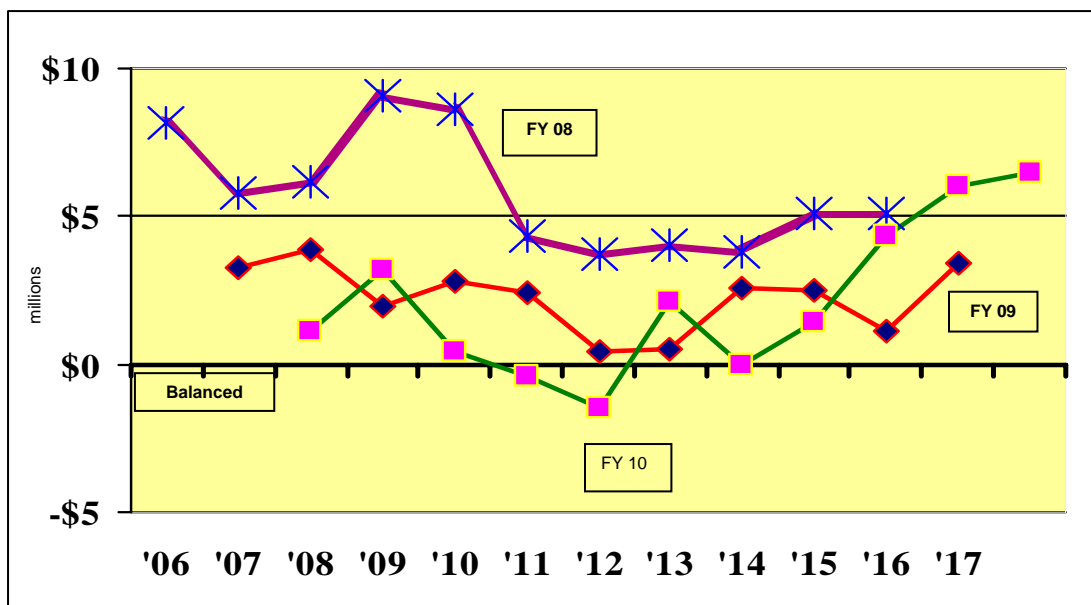
The forecast assumes that revenue growth will be negative through FY 2009-10 and then very moderate growth for the following two years, assuming the economic slowdown will last two to three years. To project the expenditures, it includes all known personnel costs, most of which have been negotiated with the employee groups through December 2009.



The forecast assumes 10% annual increases in health care costs in the near future with the employees paying half of those increases. It also assumes no personnel growth (new positions) until FY 2012-13. Negotiated salary step increases and cost of living increases between 0.5% and 3.5% have been added to personnel costs. In order to help maintain a balanced 10 year forecast, position growth has been limited. Pension plan costs are anticipated to increase by 5% for general employees and 10% for safety employees in FY 2011-12 as a result of the significant investment losses CALPERS has sustained this last year. It assumes that the contribution from the General Fund to the Infrastructure Replacement Fund is 6.5% of General Fund revenues, except during FY 2009-10 where it has been lowered to 6.0% to help offset the projected negative growth in revenue. And finally, it includes estimated operating costs for all capital projects in the timeframes shown in the Capital Improvement Program (CIP). One of the significant assumptions in the forecast is that the recession will last approximately three years with slow recovery beginning in FY 2010-11.

The results show that while the General Fund is balanced for FY 2009-10, there are deficits projected for the following two years. More budget solutions will be pursued to help balance those years as well. In addition, for the years that appear to be balanced, there are much smaller surpluses than in previous years' forecasts. This reflects the current economic recession and uncertainty.

City of Carlsbad 10-Year Financial Forecast



The ability to understand both changes in revenue sources as well as program needs into the future, is crucial to ensure that the City has the funds available to realize its future plans. The General Fund forecast is a tool available to the City to achieve the goal of managing its fiscal resources effectively and monitoring the achievement of sustainable economic health for the City of Carlsbad into the future. When there is economic uncertainty, this long-term perspective becomes even more important.

OPERATING BUDGET

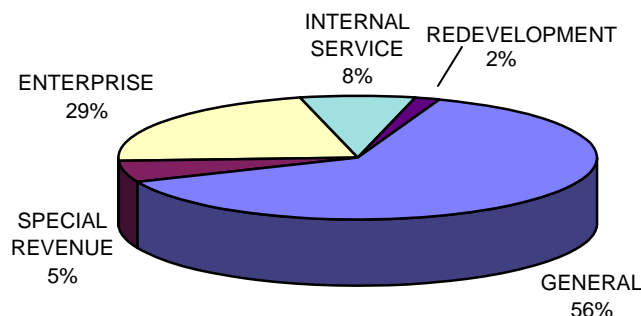
Revenue Projections by Fund

The City's operations are divided into various funds. Each fund has been established because of certain restrictions placed on the use of the resources received by that fund. Any unrestricted funds are placed in the General Fund. Estimated revenues for the City's five fund types are shown on the accompanying graph.

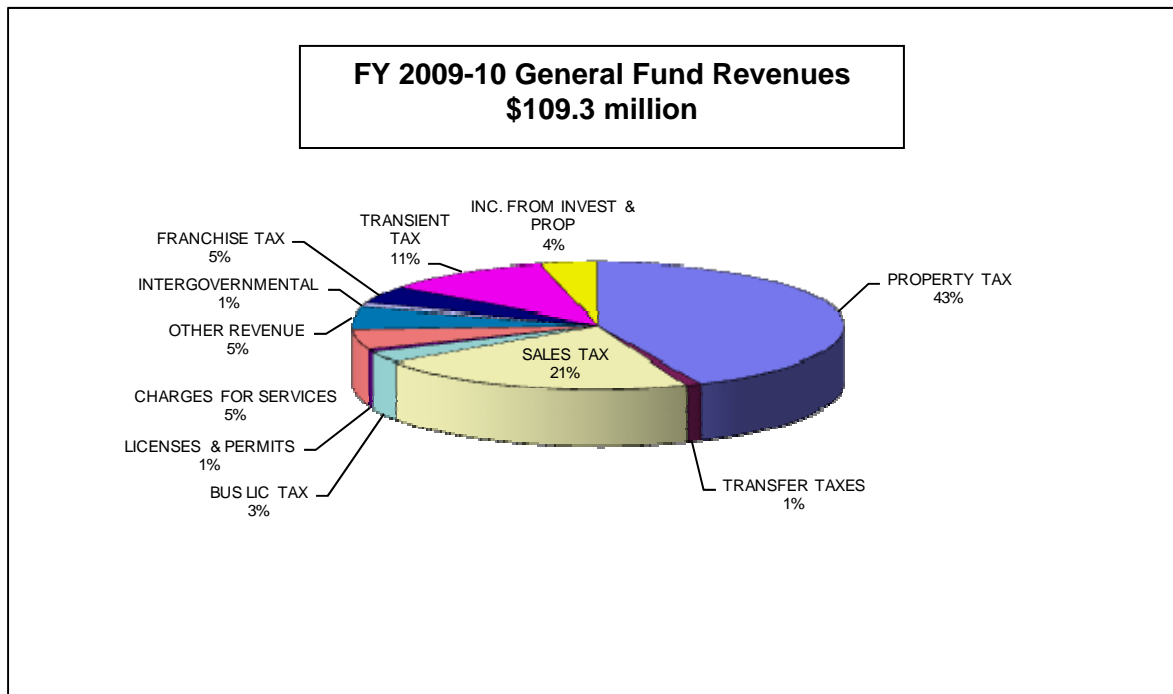
General Fund

The fund receiving the largest slice of the revenues is the General Fund, with estimated revenues of \$109.3 million for Fiscal Year 2009-10. The General Fund pays for most of the City services available to City residents. The majority of the General Fund revenues (84%) are derived from taxes. The following graph illustrates the sources of revenue to the General Fund.

2009-10 OPERATING REVENUES BY FUND TYPE \$194.6 MILLION



CITY OF CARLSBAD BUDGET HIGHLIGHTS



Property taxes, at \$47.9 million, are the largest General Fund revenue. The City receives only about 18% of the property taxes paid by its citizens. The remainder of the tax goes to the school districts, the state, and other various agencies.

Sales tax is the second largest source of revenue for the General Fund. Sales taxes are estimated to bring in \$23.0 million for Fiscal Year 2009-10. Automobile and retail sales are the most significant contributors to the category of sales tax.

Transient occupancy taxes (hotel taxes) are estimated at \$12.1 million and are the third largest revenue source for the City. Franchise taxes, transfer taxes, and business license taxes make up the remaining \$8.8 million in tax revenues estimated to be collected in Fiscal Year 2009-10.

Intergovernmental revenues are revenues collected by the State and other governmental agencies and allocated to the City based on a formula. Examples of intergovernmental revenues include motor vehicle license fees, State mandated cost reimbursements, and homeowner's exemptions. Intergovernmental revenues are estimated at \$1.2 million for the upcoming year.

Licenses and permits account for \$0.8 million of the General Fund revenues and include building permits and other development-related permits. Charges for services are estimated to be \$5.6 million and include fees for engineering, planning, building, recreation, and ambulance services. Income from investments and property are estimated at \$4.1 million.

Other General Fund revenue sources include charges collected from other departments, fines and forfeitures, and miscellaneous revenues. Those sources total \$5.8 million

Special Revenue Funds

Revenues from Special Revenue funds are estimated at \$10.4 million for Fiscal Year 2009-10. Funds collected in this category are legally restricted to specified purposes. Examples of funding resources include donations, grants, and special assessments. The types of functions supported with Special Revenue funds include programs such as Section 8 Housing Assistance, Housing Trust Fund, Community Development Block Grants (CDBG), and maintenance and assessment districts.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

Enterprise Funds

Enterprise funds revenues make up the second largest revenue group, totaling \$55.7 million. Enterprise funds operate similar to a business in that they charge fees to cover the cost of their services. Examples of the City's enterprises include water and wastewater services and solid waste management.

Internal Service Funds

Internal Service fund revenues, projected to be \$15.9 million, are derived from charges to the City programs that benefit from the services rendered. The funds collected must be used specifically to support the internal service. Examples of the City's Internal Service funds include Liability, Health Insurance, Information Technology, Workers' Compensation, and Vehicle Maintenance and Replacement.

Redevelopment Agency

Redevelopment Agency revenues, estimated at \$3.3 million, come mainly from property taxes collected within the redevelopment area. Carlsbad has two redevelopment areas. The original area consists of 204 acres located in the downtown "Village Area" of the City. The second area encompasses the land on which the Encina power plant is located as well as additional parcels south of the plant. Funds collected within the redevelopment areas must be used to repay the debt incurred and administration of the Agency.

OPERATING BUDGET BY PROGRAM

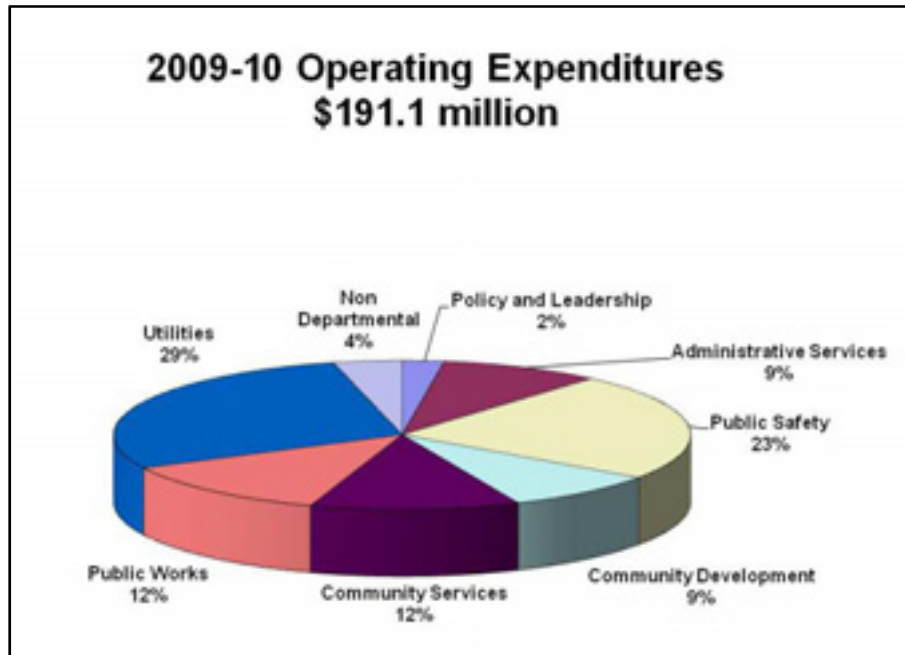
The total operating budget for the City for Fiscal Year 2009-10 equals \$191.1 million, which is approximately 1.3% more than the FY 2008-09 adopted budget, as revised by the City Council in January 2009. The changes in each of the City's programs will be discussed below. The operating budget for is categorized by major service area (MSA). Six MSAs that represent the key businesses of the City have been identified. The graph on the following page shows the operating budget for each of the MSAs.

Total funding allocated for the Policy and Leadership Group for 2009-10 is \$4.5 million. This MSA encompasses all elected officials and the chief executive offices for the City. These include the offices of City Council, City Manager, Communication, City Clerk, City Attorney, and City Treasurer.

The Administrative Services MSA, with a budget of \$17.3 million, includes finance, records management, human resources, purchasing, information technology, health insurance, risk management, and workers' compensation. These areas mainly provide services to internal City departments.

Public Safety services are funded at \$44.7 million and include all of the police and fire programs such as police patrol, vice/narcotics, juvenile diversion and DARE programs, fire prevention, emergency operations, and disaster preparedness.

CITY OF CARLSBAD BUDGET HIGHLIGHTS



Community Development, with a budget of \$16.5 million, provides the services that guide and oversee the planning and development of Carlsbad as depicted in the City's General Plan. The General Plan is the base document that expresses the goals and public policy relative to future land use. It acts as a "constitution" for development and is the foundation upon which all land use decisions are based. Also included under Community Development are the housing and redevelopment programs.

Community Services, with a budget of \$23.6 million, is made up of the library, parks and recreation, cultural arts, and seniors programs. These programs are provided to a wide range of people and assist in their education and cultural development.

The service area requiring the largest amount of funds is Public Works and Utilities, with a budget of \$77.1 million. Public Works is responsible for the building and maintenance of all of the City's infrastructure and facilities and for the provision of utility services. It is comprised of the engineering, streets, facilities, fleet, water, and sewer departments.

The Non-Departmental and Contingency accounts total \$7.3 million and include programs benefiting the City as a whole such as community promotions, community contributions, assessment services, transfers to other funds, and Council's contingency account. Included in the non-departmental group is a \$6.5 million transfer to the Infrastructure Replacement Fund. This program sets aside funds for the replacement of the City's base infrastructure. The contingency account, which is available to the City Council for emergencies and unforeseen program needs that arise during the year, is budgeted at \$0.5 million. The contingency account amounts to less than 0.5% of the FY 2009-10 General Fund budget.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

STAFFING

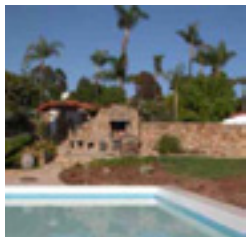
The FY 2009-10 Operating budget reflects a total decrease of 13.5 full-time positions, including the unfunding of 12 full-time or limited-term positions, and the elimination of 1.5 full-time positions, namely the Administrative Secretary position in Administrative Services and a 0.5 limited-term Management Intern in the City Manager's office. The net increase in hourly staff totaled approximately .61 of part-time staff. These changes result in a City workforce of 712.75 full and three-quarter time employees, 3.5 limited term employees, and 138.44 hourly FTE, although 12 of the full-time and limited term positions are not funded in the FY 2009-10 budget. In addition to the changes mentioned here, there are approximately 14 current vacant positions that will be frozen in order to generate additional expenditures savings during the year if needed. Combined, this will result in approximately 28 fewer positions providing services than in previous years. The staffing changes in each of the City's programs are discussed more fully in the Operating Budget Overview.

CAPITAL IMPROVEMENT PROGRAM

The City of Carlsbad's Capital Improvement Program (CIP) is a long-range planning document, which outlines the expenditure plan for current and future capital projects and the corresponding revenues to pay for those expenditures. Projects in the CIP consist primarily of new construction or major maintenance and replacement of City facilities such as parks, roads, civic facilities such as libraries, police and fire stations, and sewer, water, and drainage facilities. The Capital Improvement Program for 2009-10 totals \$70.4 million in new appropriations and an estimated \$155.1 million in continuing appropriations. The City's Capital Projects are discussed more fully in the Capital Improvement Program section. Some of the notable capital projects include the following:

Park Development Projects

- **Alga Norte Park and Aquatic Center** – This park site consists of 30 acres in the Southeast Quadrant with planned amenities that include ball fields, soccer fields, picnic areas, tot lots, a skate park, a dog park, restrooms, parking facilities, and an aquatic center. The aquatic center will include a 55-meter competition pool, a 12-lane instructional pool and a therapy pool as well as a water play area for toddlers (Phase I). In addition, a moving river, water slides and wet play structure are planned for Phase II. A swimming pool complex was one of the projects approved by the voters through Proposition C in 2002. The total cost of the park and aquatic center - Phase I is estimated to be \$39.8 million. Total appropriation for the park and Phase I and Phase II of the aquatic center is currently at \$50.4 million.



- **Leo Carrillo Park – Phase III** – The third phase of this historic park facility includes renovation of additional buildings, construction of additional restrooms, an arboretum area, and transformation of a barn into a community theater. The total cost is approximately \$2.4 million and design is expected to begin in FY 2013-14.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

Civic Projects

- The **Public Works Center** will include offices, shops, a yard, warehouse and parking to accommodate the Public Works Department. The estimated cost to complete the project is approximately \$28.1 million.
- The **Joint First Responders Training Facility** project was authorized under Proposition C, which was approved in 2002. Preliminary design work for this facility is currently underway and preliminary plans include a 25 lane shooting range, a four-story fire training tower, a two-story residential training facility, and an outdoor seating pavilion. The estimated cost to complete the project is approximately \$24.5 million.



- The **Relocation of Fire Station No. 3**, which is currently located at the corner of Chestnut and Catalina, is needed to help ensure a five-minute response time as the City grows eastward. The new station is budgeted as a 6,200 square foot facility and the current proposed site is in Robertson Ranch. Total cost is projected at \$7.5 million.

Street Projects

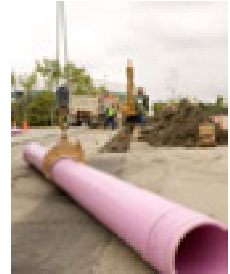
- The **Carlsbad Boulevard Encinas Creek Bridge Replacement** project includes replacement of the existing bridge, originally constructed in 1913. The project is planned in the next 5 years at an estimated cost of \$2.5 million.
- **Poinsettia Lane Reach E** is a project which includes completion of the final link along Poinsettia Lane between Cassia Road east to Skimmer Court. The total cost is approximately \$13.5 million and the City expects to begin the design in FY 2013-14.
- The **El Camino Real Medians** project is for the construction of the missing segments of the medians along El Camino Real. The revised total estimated cost of the project is \$5.2 million.
- The **El Camino Real Widening – Tamarack to Chestnut** project is for the widening of El Camino Real to prime arterial roadway standards and includes the acquisition of additional roadway right-of-way and the design of the retaining walls along both sides of the roadway. The total estimated cost of the project to \$12.3 million.
- The **Pavement Management Program** helps ensure that Carlsbad's local streets are maintained on a regular cycle to ensure a good riding surface and to extend the life of the street. Applying seals and overlays when roadways are beginning to show signs of distress can minimize the more expensive repair/reactive maintenance activities. The proactive approach consists of the scheduled application of a seal or overlay once every seven years, allowing the City to efficiently maintain over 344 miles of public roadways at an annual cost of approximately \$3.5 million. In addition, any problem areas are addressed as they are identified. The FY 2009-10 CIP has \$4.5 million budgeted for this program which includes an advance of \$1.0 million from the FY 2010-11 funding program to complete the overlay of College Boulevard from Faraday Avenue to Palomar Airport Road in a timely manner and will reduce the amount of costly removal and reconstruction work that could result from delays.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- The **Concrete Repair Program** is a companion to the pavement management program. It will ensure that curbs, gutters and sidewalks are also properly maintained. By allocating the funding, both pavement and concrete replacements can be accomplished at the same time. This will help maximize efficiencies and reduce inconvenience to the citizens. There is \$350,000 budgeted in FY 2009-10 for this program.

Sewer, Water, and Drainage Facility Projects

- Reaches 1 to 5, and 11 to 15, and the Agua Hedionda lift station of the **Vista/Carlsbad Interceptor** are scheduled over the next five years. These projects are required to handle buildout flows and replace deteriorated pipelines. The projects are predominantly funded by the City of Vista. The total estimated costs for all of the projects are approximately \$47.4 million. The City of Vista's share of the costs is approximately \$32.7 million, or 69% of the total costs.
- The **Maerkle Reservoir Storage project** is for the construction of a buried 16 million gallon water storage reservoir next to the existing reservoir in order to provide additional emergency storage and to meet the 10-day storage criteria based on ultimate demands. The total cost is estimated at \$14.8 million.
- The **Hydroelectric Pressure Reducing Station project** at the Maerkle Reservoir is an electricity generating project that will provide a renewable energy source for the City. The cost estimate for this project is approximately \$1.3 million.
- Several major **water lines** are scheduled for construction within the next five years:
 - Carlsbad Boulevard – south of Avenida Encinas
 - Maerkle Transmission Main
 - Tri-Agencies Water Transmission Pipeline Replacement



DEBT MANAGEMENT ISSUES

The use of debt has always been a primary issue in the development of the Capital Improvement Program and the policies to implement the Growth Management Program. Over the years, the City has issued millions of dollars of bonds and Certificates of Participation (COPs) to fund streets, buildings, sewer and water facilities, open space acquisitions, and other infrastructure projects. The City is continually evaluating its outstanding debt as well as potential future issues to ensure that interest costs are kept at a minimum and the use of the bond funds is appropriate.

During fiscal year 2008-09, the City's General Fund paid off the remaining balance of the \$6.6 million debt issued in 1997 for Hosp Grove Refunding, Certificates of Participation. Prior to the retirement of this debt, average annual debt service payments for the General Fund were approximately \$750,000. For Fiscal Year 2009-10, no debt service payments will be required of the General Fund.

Of the approximately \$129 million of debt currently outstanding, none will be paid back using General Fund monies. Rather, the debts will be repaid from sewer revenues, golf course revenues and from property owners benefiting from the improvements built with bond proceeds. The City has no obligation to advance funds to the assessment districts if the property owners do not pay.

The table following the Summary identifies the debt the City has issued, the outstanding principal, the 2009-10 principal and interest payments, and the scheduled fiscal year of payoff.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

SUMMARY

The City of Carlsbad continues to be a fiscally conservative and responsible city. Given the current recession, the City has developed a balanced budget for FY 2009-10 with no growth and minimal impact on provision of direct City services to the citizens and visitors of Carlsbad. While the City of Carlsbad has a diverse economic base, it is not immune to the weak economy. However, it is evident that the long-term planning and foresight by the City Council and residents have provided a sound economic base for the City to positively weather this economic storm. The ten year forecast continues to be an important tool for the City to help anticipate changes in revenue and adjust expenditures accordingly.

The challenges for the future will revolve around transitioning from a developing City to a fully built City; it will be about managing costs while continuing to look for appropriate revenue streams sufficient to pay for the services desired by the citizens. This year's budget reflects the anticipated achievement of Council's vision and goals for the City. It allocates the available funding in a manner that proactively plans for the future. This plan will provide quality services to all who live, work, and play in Carlsbad.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

The following Table identifies the debt the City has issued, the outstanding principal balance, the 2009-10 scheduled principal and interest payments, and the scheduled year of payoff:

City of Carlsbad Debt Outstanding					
Bond Name	Repayment Source	Original Bond Issue	Outstanding Principal At 6/30/09	2009-10 Payment P&I	Final Payment FY
Carlsbad Public Financing Authority Bonds					
Revenue Bonds	Golf Course Enterprise Revenue	\$ 18,540,000	\$ 18,265,000	\$ 1,100,250	2037
1997 Hosp Grove Refunding					
Certificates of Participation	General Fund	\$ 6,595,000	\$ -0-	\$ -0-	PAID
1996 Refunding Encina JPA					
Tax Allocation Bonds	Sewer Enterprise Revenue	\$ 11,080,000	\$ 4,810,000	\$ 933,006	2015
1993 Redevelopment					
Tax Allocation Bonds	Redevelopment	\$ 15,495,000	\$ 10,740,000	\$ 1,042,840	2024
CFD #3 2006 -Improvement Area 1					
Special Tax Bonds	Special District	\$ 11,490,000	\$ 11,135,000	\$ 761,160	2037
CFD #3 2008-Improvement Area 2					
Special Tax Bonds	Special District	\$ 18,175,000	\$ 18,175,000	\$ 1,054,728	2039
Subtotals		\$ 81,375,000	\$ 63,125,000	\$ 4,891,984	
2005 Poinsettia Lane East (AD 2002-1)					
Limited Obligation Improvement Bonds	Assessment District	\$ 33,085,000	\$ 31,300,000	\$ 2,140,526	2036
2003 College Boulevard-Cannon Road (AD 2003-1)					
Limited Obligation Improvement Bonds	Assessment District	\$ 11,760,000	\$ 11,015,000	\$ 833,643	2035
1997 Reassessment District (ReAd 1997-1)					
(College & Alga) Limited Obligation Improvement Bonds	Assessment District	\$ 18,475,000	\$ 1,975,000	\$ 2,065,641	2012
1997 Carlsbad Ranch (AD 95-1)					
Limited Obligation Improvement Bonds	Assessment District	\$ 10,175,438	\$ 6,695,000	\$ 690,640	2023
1998 Rancho Carrillo (AD 96-1)					
Limited Obligation Improvement Bonds	Assessment District	\$ 19,600,000	\$ 15,015,000	\$ 1,243,105	2029
Subtotals		\$ 93,095,438	\$ 66,000,000	\$ 6,973,555	
Totals		\$ 174,470,438	\$ 129,125,000	\$ 11,865,539	

BUDGET SUMMARY

FISCAL YEAR 2009-10

PROGRAM AREA	PROJECTED BALANCE JULY 1, 2009	ESTIMATED REVENUES	ADOPTED BUDGET	FUND TRANSFERS	PROJECTED BALANCE JUNE 30, 2010
OPERATING BUDGET					
Policy / Leadership Group			\$4,481,015		
Administrative Services			17,278,432		
Public Safety			44,687,487		
Community Development			16,546,501		
Community Services			22,335,196		
Public Works (including utilities)			78,423,190		
Non Departmental & Contingencies			7,339,800		
Golf Course				(1,600,000)	
Village Redevelopment Debt Service				(500,000)	
SUBTOTAL OPERATING	\$109,788,030	\$194,605,869	\$191,091,621	(\$2,100,000)	\$111,202,278
CAPITAL IMPROVEMENT PROGRAM					
Fiscal Year 2009-10	\$408,275,821	\$58,724,181	\$70,372,510		\$396,627,492
2008-09 Continuing Appropriations					(155,119,469)
Projected CIP Fund Balance at June 30, 2010					\$241,508,023
TOTAL OPERATING AND CAPITAL	\$518,063,851	\$253,330,050	\$261,464,131	(\$2,100,000)	\$352,710,301

FISCAL YEAR 2008-09

PROGRAM AREA	PROJECTED BALANCE JULY 1, 2008	ESTIMATED REVENUES	ESTIMATED EXPENDITURES	FUND TRANSFERS	PROJECTED BALANCE JUNE 30, 2009
OPERATING BUDGET					
Policy / Leadership Group			\$4,363,805		
Administrative Services			18,831,194		
Public Safety			43,617,669		
Community Development			16,352,527		
Community Services			22,093,202		
Public Works (including utilities)			72,858,928		
Non Departmental & Contingencies			10,496,555		
Golf Course				(1,766,764)	
SUBTOTAL OPERATING	\$106,737,135	\$192,943,421	\$188,613,880	(\$1,766,764)	\$109,299,912
CAPITAL IMPROVEMENT PROGRAM					
Fiscal Year 2008-09	\$404,282,817	\$53,012,008	\$50,785,768	\$1,766,764	\$408,275,821
TOTAL OPERATING AND CAPITAL	\$511,019,952	\$245,955,429	\$239,399,648	\$0	\$517,575,733

PERSONNEL ALLOCATIONS

MAJOR SERVICE AREA	FINAL BUDGET 2007-08	FINAL BUDGET 2008-09	FINAL BUDGET 2009-10	2009-10 REQUESTED CHANGES
POLICY AND LEADERSHIP GROUP				
CITY COUNCIL	1.00	1.00	1.00	0.00
CITY MANAGER	7.00	8.00	8.00	0.00
COMMUNICATIONS	3.75	3.75	3.75	0.00
CITY TREASURER	0.75	0.75	0.75	0.00
CITY ATTORNEY	7.00	7.00	7.00	0.00
ADMINISTRATIVE SERVICES				
ADMINISTRATION	2.00	2.00	1.00	(1.00)
RECORDS MANAGEMENT	8.00	8.00	8.00	0.00
INFORMATION TECHNOLOGY	19.00	19.50	19.00	(0.50)
FINANCE	28.00	28.00	28.00	0.00
RISK MANAGEMENT	2.00	2.00	2.00	0.00
HUMAN RESOURCES & WORKERS COMP	10.00	10.00	10.00	0.00
PUBLIC SAFETY				
POLICE	162.00	162.00	162.00	0.00
FIRE	88.75	88.75	88.75	0.00
COMMUNITY DEVELOPMENT				
COMMUNITY DEVELOPMENT ADMINISTRATION	3.00	3.00	3.00	0.00
BUILDING & CODE ENFORCEMENT	14.00	14.00	14.00	0.00
ECONOMIC DEVELOPMENT & REAL PROPERTY MGMT	2.00	2.00	2.00	0.00
GEOGRAPHIC INFORMATION SYSTEMS	4.00	4.00	4.00	0.00
PLANNING	27.00	27.00	27.00	0.00
HOUSING AND REDEVELOPMENT	10.00	10.00	10.00	0.00
COMMUNITY SERVICES				
LIBRARY	48.00	48.00	48.00	0.00
CULTURAL ARTS	5.00	5.00	5.00	0.00
RECREATION & SENIOR PROGRAMS	30.50	30.50	72.10	41.60
PUBLIC WORKS				
ADMINISTRATION	6.45	6.65	6.50	(0.15)
ENGINEERING SERVICES	56.90	56.90	56.90	0.00
GENERAL SERVICES	98.00	99.30	57.50	(41.80)
MAINTENANCE & OPERATIONS	55.45	55.20	55.40	0.20
ENVIRONMENTAL PROGRAMS	11.70	11.95	12.10	0.15
FULL AND 3/4 TIME LABOR FORCE	711.25	714.25	712.75	(1.50)

SUMMARY OF REQUESTED LABOR FORCE BY CATEGORY

	2007-08	2008-09	2009-10	Difference
Full Time Personnel	706.75	709.00	706.75	(2.25)
3/4 Time Personnel in Full Time Count	4.50	5.25	6.00	0.75
Limited Term Personnel	6.50	4.50	3.50	(1.00)
Unfunded Full Time Positions	0.00	(3.00)	(12.00)	(9.00)
Hourly Full Time Equivalent Personnel	140.34	137.83	138.44	0.61
TOTAL LABOR FORCE*	858.09	853.58	842.69	(10.89)

*Includes Limited Term Personnel

2009-10 BUDGET CALENDAR

DECEMBER	<ul style="list-style-type: none"> • Capital Improvement Program (CIP) Kickoff Meeting • Set budget policies
JANUARY	<ul style="list-style-type: none"> • Request Capital Project submittals • Operating revenue is projected for the General fund • Operating budget manual is distributed to departments • Budget preparer's meeting • Departments submit CIP requests to Engineering
FEBRUARY	<ul style="list-style-type: none"> • Growth projections completed • CIP analysis • Draft CIP is submitted to department heads • Tentative LT meeting to provide status on CIP • Departments submit operating budget requests to Finance
MARCH	<ul style="list-style-type: none"> • Leadership Team (LT) reviews CIP • Finance department analyzes and compiles the operating budget submittals
APRIL	<ul style="list-style-type: none"> • LT reviews operating budget • Meeting with LT – Final CIP Review
MAY	<ul style="list-style-type: none"> • Preliminary operating budget is sent to the printer • CIP Budget Workshop: May 19 Council meeting
JUNE	<ul style="list-style-type: none"> • Operating Budget Workshop: June 2 Council meeting • Citizens Budget Workshop: June 4 • Council adopts final budget including: Operating budget, Capital Improvement Program, and Annual Spending Limitation: June 16 Council meeting

Operating Budget * CIP

California Society of Municipal Finance Officers

Certificate of Award For

Excellence in Operating Budgeting

Fiscal Year 2008-2009

The California Society of Municipal Finance Officers (CSMFO) proudly presents this certificate to

City of Carlsbad

For meeting the criteria established to achieve the EXCELLENCE AWARD in the OPERATING BUDGET CATEGORY.



February 17, 2009

Viki Copeland

Viki Copeland
CSMFO President

Pamela Arends-King

Pamela Arends-King, Chair
Budgeting & Financial Reporting



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Carlsbad
California**

For the Fiscal Year Beginning

July 1, 2008

President

Executive Director



OPERATING BUDGET

OPERATING BUDGET

OPERATING BUDGET SUMMARY

2009-10 OPERATING BUDGET OVERVIEW

The Operating budget for Fiscal Year 2009-10 totals \$191.1 million, with revenues for the year estimated at \$194.6 million. General Fund revenues are estimated at \$109.3 million and General Fund budgeted expenditures are \$109.1 million.

REVENUE

The following table shows the total operating revenues the City anticipates receiving for FY 2008-09, as well as those estimated for FY 2009-10.

REVENUE SUMMARY BY FUND TYPE (in Millions)				
FUND	PROJECTED 2008-09	ESTIMATED 2009-10	\$ CHANGE	% CHANGE
GENERAL FUND	\$ 116.5	\$ 109.3	\$ (7.2)	-6.2%
SPECIAL REVENUE	11.3	10.4	(0.9)	-8.0%
ENTERPRISE	46.1	55.7	9.6	20.8%
INTERNAL SERVICE	15.2	15.9	0.7	4.6%
REDEVELOPMENT	3.8	3.3	(0.5)	-13.2%
TOTAL	\$ 192.9	\$ 194.6	\$ 1.7	0.9%

Revenue estimates for the Operating Budget indicate that the City will receive a total of \$194.6 million, a 0.9% increase over the prior year's projections. The majority of the increase of \$1.7 million is in the Enterprise Funds due to the proposed water and wastewater rate increases. More information on the City's revenue sources can be found in the discussion that follows.

General Fund

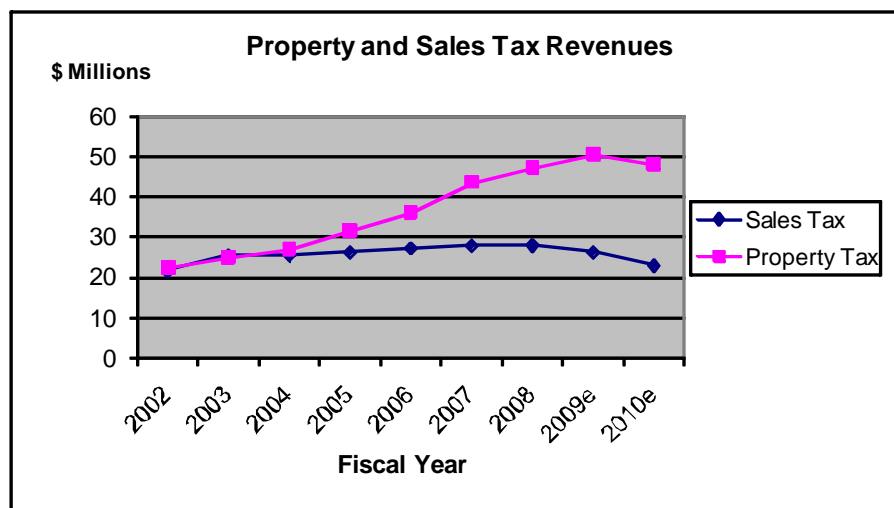
General Fund revenues provide a representative picture of the local economy. These revenues are of particular interest as they fund basic City services such as police, fire, library, street and park maintenance, and recreation programs. The table below shows a summarized outlook for the major General Fund revenues.

SIGNIFICANT GENERAL FUND REVENUES (In Millions)				
FUND	PROJECTED 2008-09	ESTIMATED 2009-10	\$ CHANGE	% CHANGE
PROPERTY TAX	\$ 50.6	\$ 47.9	\$ (2.7)	-5.3%
SALES TAX	26.3	23.0	(3.3)	-12.6%
TRANSIENT OCC. TAX	13.5	12.1	(1.4)	-10.4%
FRANCHISE TAXES	4.5	5.1	0.6	13.3%
BUSINESS LICENSE TAX	3.6	3.2	(0.4)	-11.1%
DEVELOPMENT REVENUES	1.8	1.7	(0.1)	-5.6%
ALL OTHER REVENUE	16.2	16.3	0.1	0.6%
TOTAL	\$ 116.5	\$ 109.3	\$ (7.2)	-6.2%

2009-10 OPERATING BUDGET OVERVIEW

The economic recession discussed in the Budget Overview section is causing the General Fund revenues to decline for FY 2009-10. Several of the largest revenue sources in the General Fund are impacted by the fluctuations in the economy. In addition, the housing crisis is not only impacting property taxes, it is also affecting sales taxes, transient occupancy taxes and development related revenues. This upcoming fiscal year it is expected that **property taxes** will be approximately \$47.9 million, a 5.3% decrease over the projection for FY 2008-09. This includes a 2.8% estimated decrease in assessed valuation as provided by the County Assessor in May 2009, a conservative assumption for a significant slowdown for new development, as well as a one-time adjustment for previous years' aviation taxes received during FY 2008-09.

Property taxes tend to lag behind the rest of the economy, as the tax for the upcoming fiscal year is based on assessed values from the previous January. Thus, the taxes to be received for Fiscal Year 2009-10 are based on values as of January 1, 2009. Sales taxes react much quicker to changes in the economy and therefore will typically grow faster in a good economy, but also drop off faster as the economy cools.



Property taxes also have a cap on how fast they can grow. This is due to Proposition 13. Proposition 13 was adopted by the State in 1978. This proposition limits the growth in assessed values (and thus property taxes) to no more than 2% per year. The value upon which the tax is based is only increased to the full market value upon the sale of the property.

Thus, property taxes tend to grow slowly unless there is a significant amount of housing activity. In previous years, we have seen a robust growth in property taxes due to new developments, a large number of resales within the City spurring revaluation of the parcels, and double-digit growth in housing prices. As the economy slows, housing prices decline, and the City approaches build-out, the growth in property taxes is expected to continue to be moderate.



Sales taxes are expected to total \$23 million for FY 2009-10, a decrease of 12.6% compared to the FY 2008-09 projections. The City of Carlsbad has many car dealerships which usually generate approximately \$6.0 million of sales tax each year. Car sales have slowed during FY 2008-09 and are expected to remain slow during FY 2009-10 resulting in annual car sales projections of approximately \$4.5 million. In addition, retail comprises over 40% of the sales tax generated in Carlsbad and with a slow economy and lower

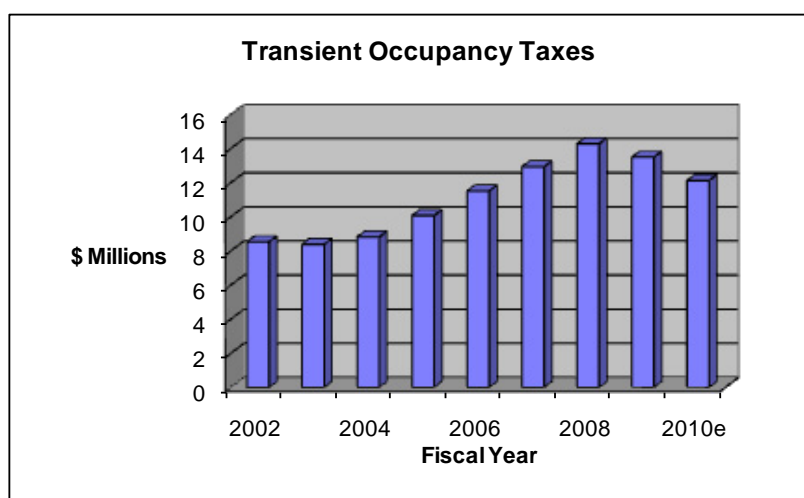
consumer confidence, it is anticipated there will be less discretionary purchases as well.

2009-10 OPERATING BUDGET OVERVIEW

Several years ago, the State of California implemented the “Triple Flip.” The “Triple Flip” is essentially a temporary swap of a $\frac{1}{4}$ cent of the cities’ sales taxes in return for property tax. It was done in order to give the state a revenue source against which they could issue deficit reduction bonds. The City’s sales tax estimates continue to show this amount as sales tax since the amount is reflective of what the City would receive.

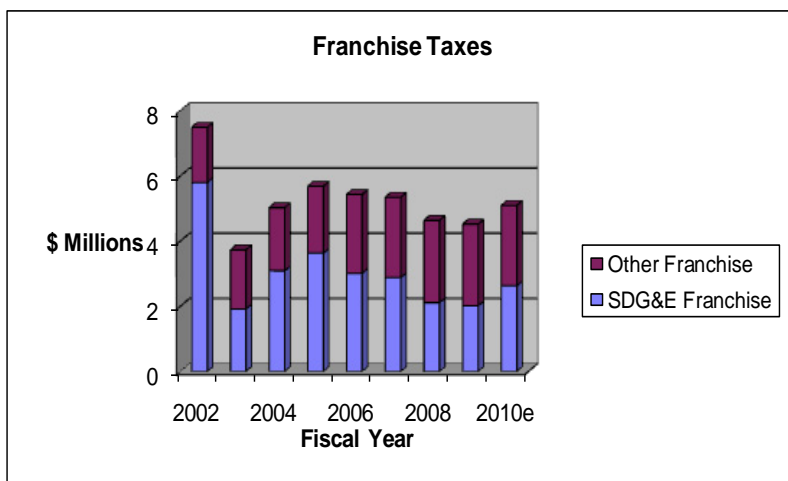
As can be seen in the chart on the previous page, the City’s sales tax base is heavily weighted in the transportation (predominantly new car sales) and retail sectors. These two sectors make up approximately 66% of the City’s sales tax base and are being negatively impacted by the economic recession.

Sales tax estimates also include approximately \$700,000 that is restricted to spending on public safety services under Proposition 172. Proposition 172 requires that the one-half cent increase in California sales taxes be allocated to local agencies, to fund public safety services.



The third highest General Fund revenue source is **Transient Occupancy Taxes** (TOT or hotel taxes) estimated at \$12.1 million for FY 2009-10, a decrease of 10.4% compared to FY 2008-09 estimates. It appears that the higher end hotels are being more heavily impacted by the economy than the more moderate priced hotels. In addition, there is a decline in group sales as corporations spend less on meetings and conferences.

One of the more volatile General Fund revenues is the **Franchise tax**. Franchise taxes are paid by certain industries that use the City right-of-way to conduct their business. The City currently has franchise agreements for cable TV service, solid waste services, cell sites, and gas and electric services. The cable and solid waste franchises have been growing along with the growth in population and changes in their rate structures. These franchise revenues are projected to increase by 13.3% primarily due to the franchise taxes on gas and electric services, which are paid by San Diego Gas and Electric (SDG&E).



SDG&E pays franchise taxes for the use of the public land over which they transport gas and electricity. The City also receives an “in-lieu” franchise tax based on the value of gas and electricity transported on SDG&E lines, but purchased from another source. The “in-lieu” tax captures the franchise taxes on gas and electricity that is transported using public lands but which would not otherwise

2009-10 OPERATING BUDGET OVERVIEW

be included in the calculations for franchise taxes, due to deregulation of the power industry. The majority of the “in-lieu” taxes received is attributable to Cabrillo Power, the operator of the Encina power plant, based on the gas used in the generation of electricity.

Development-related revenues include planning, engineering and building permits, and fees paid by developers to cover the cost of reviewing and monitoring development activities such as plan checks and inspections. These revenues are difficult to predict, as many of the planning and engineering activities occur months or years before any structures are actually built.

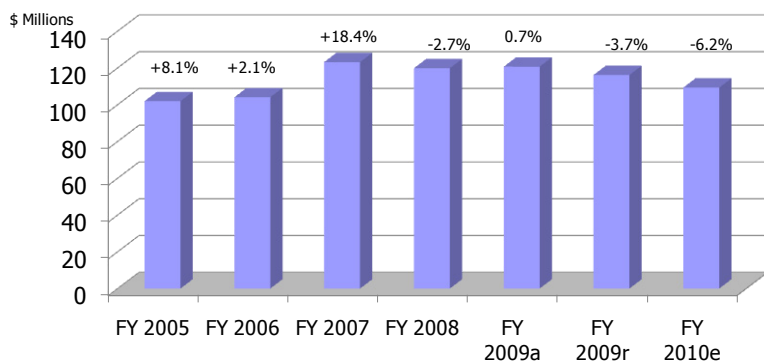
Development-related revenues have been declining during Fiscal Year 2008-09 due to the slowdown in the economy especially the melt down in the real estate market. For the FY 2009-10 budget, the development-related revenues are anticipated to continue to decline as a result of the economy and real estate market. For FY 2007-08 there were 339 units permitted for residential housing. For FY 2008-09 approximately 91 residential units have been permitted through April 2009. For FY 2009-10, 74 permits are projected to be issued for residential housing. The commercial and industrial building activity remained strong for FY 2007-08 however, it too has slowed in FY 2008-09 and is expected to continue slowing in FY 2009-10. A 5.6% decline in building related revenue is projected for next year; this is in addition to a 48% decline from FY 2007-08 to FY 2008-09.

Business license taxes are closely tied to the health of the economy and are projected to decline by 11.1% to an estimated \$3.2 million. There are currently about 8,500 licensed businesses in Carlsbad, with over 2,500 of them home-based.

All other revenues include vehicle license fees, transfer taxes, interest earnings, ambulance fees, recreation fees, and other charges and fees. The estimate for Fiscal Year 2009-10 totals \$16.3 million, a slight increase from the previous year.

Transfer taxes are those taxes paid to the county upon the transfer of interests in real estate. The tax is 55 cents per \$500 of property value, and is split equally between the county and the City. Carlsbad expects to receive approximately \$500,000 in transfer taxes for FY 2009-10, which is about the same as FY 2008-09. Income from investments and property includes interest earnings, as well as rental income from City-owned land and facilities. The City is expected to earn about \$2.7 million in interest on its General Fund investments for Fiscal Year 2009-10.

General Fund Revenues



Overall, as reflected in the bar chart, General Fund revenues are expected to be down 6.2% from FY 2008-09 estimates due to the economic recession and the housing market. Although the City experienced revenue growth between 9% and 17% in the late 1990's, it was not sustainable growth. Much of those increases were due to

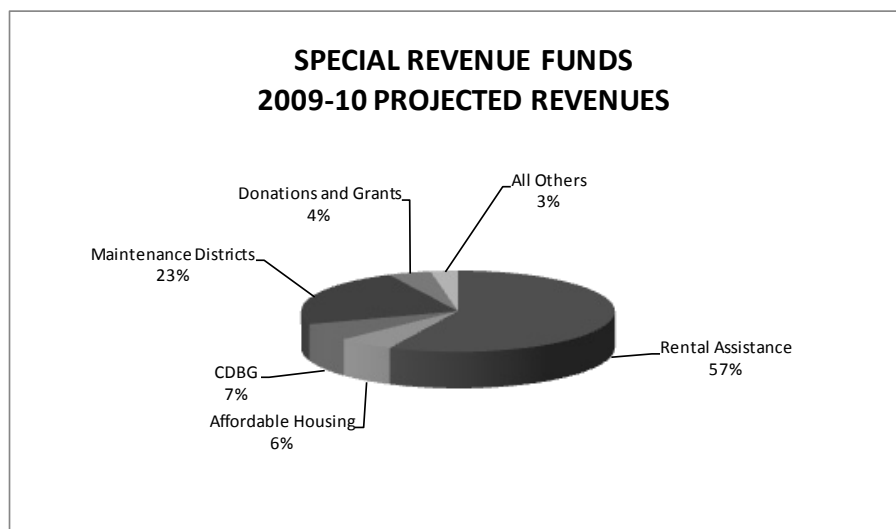
the opening of new hotels, restaurants, retail centers, and new home development. As the City matures, it will be increasingly more difficult to produce double-digit growth in revenues. With the current economic slowdown, limited growth is anticipated over the next two to three years with the City returning to 4% to 7% growth rates in the future.

2009-10 OPERATING BUDGET OVERVIEW

Other Funds

Revenues from **Special Revenue** funds are expected to total \$10.4 million in FY 2009-10, a \$0.9 million decrease from FY 2008-09. The types of programs supported within Special Revenue funds are those funded by specific revenue streams such as:

- Grants (Rental Assistance-Section 8, Community Development Block Grants, COPS Grant)
- Special fees and assessments (Affordable Housing, Maintenance Assessment Districts)
- Donations (Library, Cultural Arts, Recreation and Senior Donations)



The most noteworthy change in the Special Revenue funds occurred in the Affordable Housing Trust Fund. Estimated revenues decreased \$700,000 from FY 2008-09. The Housing Trust fund was set up to provide funding for the City's affordable housing programs. Revenues come from inclusionary housing fees, interest on cash balances, payments on affordable housing loans and grants. During FY 2008-09 the Fund received a \$600,000 federal grant from Habitat for Humanity for affordable housing on Roosevelt Avenue. For FY 2009-10, there are no grants budgeted. The rest of the fund's revenue decrease is due to affordable housing fees due to the decline in development expected during FY 2009-10.

Enterprise fund revenues for FY 2009-10 are projected at \$55.7 million, an increase of \$9.6 million (20.8%) over current year projections. The increase in revenues is due to the proposed rate increases for Water and Wastewater funds. Enterprise funds are similar to a business, in that rates are charged to support the operations that supply the service. Carlsbad Enterprise funds include water and recycled water delivery, wastewater services, and solid waste management.

The Water Enterprise Fund revenue is estimated at \$41.9 million, an increase of \$8.6 million, or 25.9% over the current year estimate. Of that increase, \$8.3 million will be from water sales reflecting increased rates to pay for the rising cost of water purchases. At a Public Hearing held on June 23rd, 2009 the Board of Directors of the Carlsbad Municipal Water District approved an overall 15.5% rate increase in the selling price of water, with the exception of the recycled and the agriculture water rates. A new tiered rate structure for single family and multi-family customers was also approved, as well as the ability for the Board to pass-through future increases of wholesale water costs and inflationary adjustments, without the requirement of holding a majority protest public hearing. The recycled and agriculture water rates were approved on August 11, 2009. The recycled rate increased from \$2.01 to \$2.52 per unit (a 25.4% increase) and the agriculture rate increased from \$2.12 to \$2.64 per unit (a 24.5%

2009-10 OPERATING BUDGET OVERVIEW

increase). The wholesale purchase cost of water is projected to increase 21.3% (from \$655 to \$795 per acre foot), and the fixed charges for water purchases are expected to increase 16% (from \$3.2 million to \$3.7 million). In addition to paying for the wholesale and fixed water costs, the 2009-10 operating budget includes funding for maintenance and repair of Carlsbad's infrastructure, ongoing meter replacements, enhanced technology for managing the infrastructure, and providing a sufficient operating reserve. The ongoing meter replacement program will replace existing manually read meters with automated meters which, in addition to the advanced meter reading technology, include leak detection capabilities.

The approved rate increases are based upon a recent cost of service study prepared by an outside consultant, and vary depending on user category and the quantity of water consumed. It is estimated that the average increase to a household will be approximately \$4.28 per month (fixed + variable), based on a monthly water usage of 12 units. Even with these increases, Carlsbad's residential water rates are still among the lowest in the region.

Wastewater estimated revenues are \$10.2 million, \$754,000 over the current year estimate. At a Public Hearing held on June 23rd, 2009 the City Council approved an overall 9% rate increase in the wastewater rates. The single family monthly rate is \$20.93, an increase of \$3.28, or approximately 18% over the current rate. The cost of service study considered all the cost components of the expenditures and allocated those costs to the existing customer classes. These rate increases are needed to fund maintenance, operations, and replacement, and to establish and maintain adequate operating reserves.

Internal Service funds show estimated revenues of \$15.9 million for FY 2009-10, an increase of 4.6% or \$0.7 million from FY 2008-09 projections. Internal Service funds provide services within the City itself, and include programs such as the self-insurance funds for Workers' Compensation and Liability (Risk Management), as well as Vehicle Maintenance and Replacement. Departments pay for services provided by these funds; therefore, the rates charged for the services are based on the cost to provide the service. The goal of the Internal Service funds is to match their budgeted expenses with charges to the departments, after allowing for a certain level of reserves within the fund.

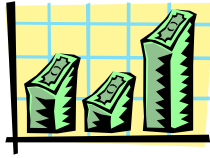
The more significant increases occurred in Risk Management, Vehicle Maintenance and Vehicle Replacement. In Risk Management, the fund is expected to end FY 2008-09 with a \$107,000 deficit. The rates are being adjusted for FY 2009-10 to eliminate this deficit and bring revenues in line with projected expenditures. In the Vehicle Maintenance Fund, the increase is mainly due to the increased costs of vehicle maintenance as well as the cost of fuel. For the Vehicle Replacement Fund, the increase reflects additional allocations to ensure sufficient revenues are available to replace equipment at the end of its useful life. More discussion on the costs can be found in the Expenditures section of this report.

Redevelopment revenues are expected to total \$3.3 million in the upcoming year, a decrease of 13.2%, or \$0.5 million, from the projections from the previous year. This decrease is the result of an estimated 3.5% decrease in property tax increment revenues collected for the Village.

The City has a **General Fund reserve policy** that sets a minimum reserve of 30% of the General Fund Operating Expenditures. In addition, the policy sets a target reserve of 40% to 50% of General Fund Operating Expenditures. The minimum reserve would provide approximately three to four months of operating expenditures for unforeseen emergencies. At the end of FY 2007-08, the undesignated and unreserved General Fund balance was approximately \$46.1 million. At the end of FY 2008-09 the reserve is projected to be approximately \$47.9 million, or 42% of the FY 2008-09 Revised Budget. The reserve amount is consistent with Council Policy 74: General Fund Reserve Guidelines.

2009-10 OPERATING BUDGET OVERVIEW

EXPENDITURES



The City's Operating Budget for FY 2009-10 totals \$191.1 million, which represents an increase of \$2.4 million, or 1.3%, over the adopted FY 2008-09 budget, as revised by the City Council in January 2009. The changes in each of the City's programs will be discussed below.

Budgetary Policies

The theme behind this year's budget development was to create a long-term plan for a balanced budget given the economic recession and the continued economic uncertainty. Due to the economic recession, all departments were asked to identify budget efficiencies where possible in order to provide budget reduction opportunities as part of the FY 2009-10 budget process. Reductions were not made across the board, but rather were reviewed with the goal of minimizing service level impacts to our citizens. Part of the proposed reductions related to shrinking the size of the workforce. Departments were allowed to unfund positions, meaning the budget for those positions would be eliminated at this time but the position would remain as a vacancy. This allows for personnel budget reductions without layoffs, and provides an opportunity to restore the workforce once economic conditions improve.

With the downturn in the economy, it is important to continue to keep an eye focused on the future to ensure the City remains in good financial health. To achieve that end, the following policies were set:

- Minimize service level impacts to our citizens.
- No growth in maintenance and operations for FY 2009-10.
- No new programs will be considered unless required under a legal mandate.
- Identify new revenue generation opportunities.
- Carefully review open positions prior to filling.
- No new positions in FY2009-10
- Generally, be prudent in budgeting. Consider cost containment measures and budget discretionary items at minimum levels.

The City uses an "Expenditure Control Budget" (ECB) process in budgeting. In the ECB approach, each department is given a block appropriation containing sufficient funds to provide the current level of services for the upcoming year. As Carlsbad is a growing city, the block appropriation should contain sufficient funds to pay for inflationary increases as well as growth in the customer base. Typically, each year the block is increased by an index for growth and inflation. However, for FY 2008-09 maintenance and operations remained at the FY 2007-08 levels due to the slower economy. In preparing the FY 2009-10 budget presented here, maintenance and operations costs were reduced from the FY 2008-09 levels due to the continuing downturn in the economy. No additional appropriations are expected during the year except in the case of a significant unanticipated event. Amounts that are unspent at the end of the fiscal year will be carried forward to the new fiscal year. At the end of FY 2008-09, the amounts carried forward by each department will be capped at no more than 10% of the previous year's adopted budget.

Budgeted Expenditures

Through the application of these guidelines and policies, the FY 2009-10 Operating Budget of \$191.1 million was developed.

2009-10 OPERATING BUDGET OVERVIEW

Position Changes

A total decrease of 13.5 full-time positions is reflected in the FY 2009-10 Operating Budget, as compared to the FY 2008-09 original Adopted Budget. The total decrease is a combination of the unfunding of 12 full-time or limited-term positions (9 unfunded in the FY 2009-10 budget and 3 unfunded in the budget reductions in January 2009) and the elimination of 1.5 full-time positions. The unfunded positions provided an opportunity for departments to realize salary savings while still maintaining a position count for the vacant position, which could be budgeted again in a future year once the economy improves.

The FY 2009-10 Operating Budget includes the elimination of 1.5 full-time positions: the Administrative Secretary position in Administrative Services and a 0.5 limited-term Management Intern. In addition, a 0.5 Network Engineer full-time position in the Information Technology Department has been adjusted to a part-time position. A reduction of a 0.5 part-time limited-term Legal Intern is also included.

The net increase in hourly staff totaled approximately .61 of part-time staff as follows: an increase of .11 part-time positions in Park Maintenance for the first full year of maintenance for the Poinsettia Park Tennis Courts and an increase of 0.5 part-time positions due to reclassifying a full-time position to part-time in the Information Technology department, as mentioned above.

These changes result in a City workforce of 712.75 full and three-quarter time employees, 3.5 limited term employees, and 138.44 hourly, full-time equivalent positions. 12 of the full-time and limited term positions are not funded in the FY 2009-10 budget. In addition to the changes mentioned here, there are approximately 14 current vacant positions that will be frozen in order to generate additional expenditures savings during the year if needed. Combined, this will result in approximately 28 fewer positions providing services than in previous years.

New Facilities

The City has a large number of major capital projects scheduled to be built over the next five years. As the City completes these projects, the costs of maintaining and operating the facilities, including additional personnel if necessary, are added to the Operating Budget. The new Poinsettia Parking Lot project and related landscaping is scheduled for completion in August 2009. No new positions will be added as existing positions will be reallocated to provide maintenance for this new addition.

Budget by Fund Type

This table below shows the changes in the Operating Budget for FY 2009-10 compared to the revised adopted budget for FY 2008-09.

BUDGET EXPENDITURE SUMMARY				
BY FUND TYPE				
(In Millions)				
FUND	REVISED BUDGET 2008-09	BUDGET 2009-10	\$ CHANGE	% CHANGE
GENERAL FUND	\$ 112.7	\$ 109.1	\$ (3.6)	-3.2%
SPECIAL REVENUE	11.2	10.5	(0.7)	-6.3%
ENTERPRISE	47.8	54.6	6.8	14.2%
INTERNAL SERVICE	15.0	15.1	0.1	0.7%
REDEVELOPMENT	1.9	1.8	(0.1)	-5.3%
TOTAL	\$ 188.6	\$ 191.1	\$ 2.5	1.3%

2009-10 OPERATING BUDGET OVERVIEW

The General Fund contains most of the discretionary revenues that support the basic core of City services. However, this should not diminish the importance of the other operating funds, as they also contribute to the array of services available within Carlsbad. The remainder of this section will provide more information about the budgeted expenditures by fund and program.

General Fund

The total budget for the General Fund for FY 2009-10 is \$109.1 million, which is 3.2% less than the previous year's revised budget of \$112.7 million. Due to budget reductions and a planned slow down in spending, all categories have decreased, with the largest dollar decrease of \$1.9 million in Maintenance and Operations costs, as can be seen in the table to the right.

GENERAL FUND SUMMARY BY EXPENDITURE TYPE (In Millions)				
	REVISED BUDGET 2008-09	BUDGET 2009-10	\$ CHANGE	% CHANGE
PERSONNEL	\$ 75.0	\$ 74.5	\$ (0.5)	-0.7%
M & O	29.8	27.9	(1.9)	-6.4%
CAPITAL OUTLAY	0.1	-	(0.1)	-100.0%
TRANSFERS	7.8	6.7	(1.1)	-14.1%
TOTAL	\$ 112.7	\$ 109.1	\$ (3.6)	-3.2%

Personnel costs make up approximately 68% of the General Fund budget so any changes in these costs can have a significant effect on the total budget. The total Personnel budget for FY2009-10 is \$74.5 million, which is 0.7% less than the previous year's revised Personnel budget of \$75.0 million.

GENERAL FUND PERSONNEL COSTS (In Millions)				
	REVISED BUDGET 2008-09	BUDGET 2009-10	\$ CHANGE	% CHANGE
SALARIES	\$ 51.7	\$ 50.9	(0.8)	-1.6%
HEALTH INSURANCE	6.3	6.4	0.1	1.6%
RETIREMENT	14.6	14.9	0.3	2.1%
WORKERS COMP	1.3	1.2	(0.1)	-7.7%
OTHER PERSONNEL	1.1	1.1	0.0	0.0%
TOTAL	75.0	74.5	(0.5)	-0.7%

The table to the left shows the breakdown of personnel costs for the General Fund. Salaries include full and part-time staff costs and decreased \$0.8 million, or 1.6%, from the prior year. Eliminating or unfunding full-time positions and proposed citywide personnel savings from vacancies and other efficiencies result in approximately \$1.4 million of

reduced costs in salaries. Other reductions also occurred in part-time salaries and management incentive pay. These total reductions are somewhat offset by the increases in salaries budgeted to occur in FY 2009-10 due to labor contracts. Benefits make up the remainder of the personnel costs and, due to labor contracts with the city's employee groups, much of the remaining cost has been previously determined. This year there is also a slight decrease in the projected Workers' Compensation costs due to decreased projected claims.

M & O stands for Maintenance and Operations. This category contains the budget for all program expenses other than personnel or capital outlay.

Capital Outlay includes budgeted equipment purchases over \$1,000. There are no major capital outlay purchases planned in the General Fund for FY 2009-10.

Transfers are amounts anticipated to be transferred from the General Fund to another City fund. The transfers included in this year's proposed budget are to the following funds:

- \$6.5 million to the Infrastructure Replacement Fund - for major maintenance and replacement of city infrastructure. This represents 6.0% of the General Fund Revenues, a slight decrease from the 6.5% transfer in FY 2008-09.

2009-10 OPERATING BUDGET OVERVIEW

- \$177,000 to the Storm Water Program for reimbursement for the General Fund portion of Storm Water expenses.
- \$488,118 to the Information Technology Internal Service Fund of previously budgeted non-departmental contingency to be used to purchase new capital equipment.

Advances are amounts anticipated to be transferred from the General Fund to another City fund and are expected to be repaid to the General Fund in future years. The advances included in this year's proposed budget are to the following funds:

- \$166,500 to the Median Maintenance Special Revenue Fund – This advance is needed to cover a cash shortfall since yearly assessments collected from property owners do not cover operating expenditures.
- \$1.6 million to the Golf Course for operations - The Golf Course is a relatively new facility and there is very little history to support the budget development. The Golf Course's budget and financials are on a calendar year basis. The Carlsbad Public Financing Authority approved the 2009 Golf Course Budget including an advance of \$1.6 million from the General Fund.
- \$204,000 to the SCCRDA – The South Carlsbad Coastal Redevelopment Area is not projecting to generate tax increment for FY 2009-10. However, there are activities that need to be performed to help generate tax increment producing projects within the area, such as the Ponto Development. Once more development occurs in this area, it is anticipated that the SCCRDA will be able to repay the General Fund advances.

Repayments are also included in the FY 2009-10 General Fund budget. The General Fund has advanced money to several funds and two funds are repaying a portion of those advances as follows:

- \$136,000 is being repaid from the Storm Water Fund for a loan made from the General Fund to help establish this fund.
- \$500,000 in interest is being repaid from the Village Redevelopment Area for advances made to the Village Redevelopment Area for tax increment generating projects.

Another way of looking at the General Fund budget is by program. The chart below compares the FY 2009-10 budget to the amounts adopted in the previous year. The significant changes are noted below.

2009-10 OPERATING BUDGET OVERVIEW

GENERAL FUND EXPENDITURES BY MAJOR SERVICE AREA (In Millions)				
FUND	REVISED BUDGET 2008-09	BUDGET 2009-10	\$ CHANGE	% CHANGE
POLICY/LEADERSHIP	\$ 4.7	\$ 4.4	\$ (0.3)	-6.4%
ADMINISTRATIVE SERVICES	7.2	6.7	(0.5)	-6.9%
PUBLIC SAFETY	43.9	44.5	0.6	1.4%
COMMUNITY DEVELOPMENT	7.8	7.3	(0.5)	-6.4%
COMMUNITY SERVICES	22.2	22.1	(0.1)	-0.5%
PUBLIC WORKS	17.0	16.8	(0.2)	-1.2%
NON-DEPARTMENTAL	8.7	6.8	(1.9)	-21.8%
CONTINGENCY	1.3	0.5	(0.8)	-61.5%
TOTAL	\$ 112.8	\$ 109.1	\$ (3.7)	-3.3%

- The **Policy/Leadership Group** includes all elected officials and the City Manager's Office. The 6.4% decrease from FY 2008-09 is primarily due to proposed reductions in maintenance and operations costs in the City Manager's office and the Communications Department.
- The 6.9% decrease from FY 2008-09 in **Administrative Services** is primarily due to an elimination of one Administrative Secretary position, a reduction in Human Resources recruiting expenses, and a reduction in funding for leadership development.
- The 1.4% growth in **Public Safety**, which includes Police and Fire, reflects the negotiated increases in personnel costs.
- In the **Community Development** area, which includes Planning, Economic Development, and Building Inspection, the 6.4% decrease is due mainly to unfunding positions and reducing part-time, overtime and temporary staffing, which can be achieved based on the decrease in development and planning activities due to the current state of the economy.
- **Community Services** includes Parks and Recreation, Library, and the Arts. Reorganization opportunities resulting in operational efficiencies have allowed for a 0.5% budget decrease. The decrease represents reductions in part-time salaries as well as a variety of reductions in miscellaneous maintenance and operations, including decreased park maintenance, as a result of the economic recession.
- **Public Works** shows an overall decrease of 1.2%. The decrease reflects the unfunding of several full-time positions, where the duties will be absorbed by full-time or part-time employees or supplemented with contracted services. In addition, due to the economic recession, reductions in maintenance and operations will be implemented by reorganizing work and reducing service levels. The slowing economy has also allowed for reductions in the Engineering Plan Check Department due to decreased activity.
- **Non-departmental** expenses include the transfers previously discussed as well as administrative and other expenses not associated with any one department. The decrease of 21.8% is attributed to the elimination of management incentive pay,

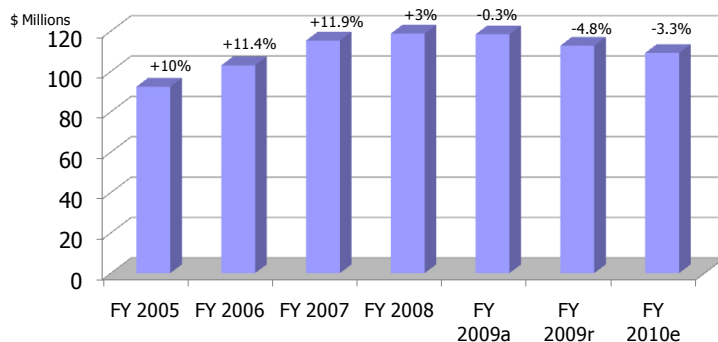


2009-10 OPERATING BUDGET OVERVIEW

proposed citywide personnel savings from vacancies and other efficiencies, and reductions in anticipated transfers from the General Fund.

- The **Council Contingency** account is available to the City Council for unanticipated emergencies or unforeseen program needs during the year. It is budgeted at \$0.5 million, or less than 1% of the FY 2009-10 General Fund Budget. This is a reduction of \$0.8 million from the adopted FY 2008-09 budget, as revised by the City Council in January 2009.

General Fund Expenditure History



As reflected in the chart to the left, the City began to slow its expenditure growth in FY 2007-08 in anticipation of the economic slowdown. The chart shows a 4.8% mid-year reduction in January 2009 to further reduce expenditures to keep in line with anticipated General Fund Revenue.

Changes in Other Funds

Special Revenue funds, at \$10.5 million, are down 6.3% from last year. This decrease is mainly due to a large capital purchase of \$250,000 from the Police Asset Forfeiture Fund of a Police mobile command post occurring in FY 2008-09 that will not reoccur in FY 2009-10, and a reduction in COPS Grants and Community Development Block Grant projects.

Enterprise funds total \$54.6 million, which is an increase of \$6.8 million, or 14.2% over the FY2008-09 revised adopted budget. The most significant change is in Water operations and the cost of purchased water. Combined fixed and variable costs for potable water purchased from the San Diego County Water Authority are estimated at \$22.9 million, an increase of \$4.9 million over the revised 2008-09 adopted budget. In addition to purchased water costs, the City's cost to maintain its aging infrastructure has risen. The budget includes increased funding for maintenance and repairs, electricity, and a meter replacement program.

Wastewater operations increased only slightly (0.7%) over the revised adopted budget. The operating budget includes additional funding for maintenance items such as chemical purchases for odor control at lift stations, and software to better manage data collected by the sewer camera van. These increases were offset by a decrease of \$740,000 to the annual replacement fund transfer.

The **Internal Service** funds total \$15.1 million, which is about the same as the previous year. The Internal Service funds are self-supporting through user charges. Changes occurred in a number of these funds:

- The **Risk Management** budget shows a decrease of approximately \$190,000 based on unfunding of 0.5 positions as well as current estimates of settlements and premiums projected for FY 2009-10.

2009-10 OPERATING BUDGET OVERVIEW

- The **Vehicle Maintenance** Fund budget has decreased by about \$80,000 in FY 2009-10. This reflects reductions in the budgets for parts and outside vehicle maintenance expenses.
- The **Vehicle Replacement** Fund budget varies from year to year depending on the vehicles to be replaced. The budget for the Fund is \$576,000 more than the previous year, or a 57.7% increase. A list of the requested vehicles can be found at the end of this document.
- The **Information Technology** Fund shows a decrease in the Department's budget of approximately \$350,000. This decrease is mainly due to decreases in major capital outlay. A list of planned major capital outlay requests can be found at the end of this document.
- The **Redevelopment Agency** budgets have decreased about \$100,000 from the previous year.

SUMMARY

This Operating Budget for FY 2009-10 emphasizes maintenance and operation of the City's current infrastructure. Being conscious of the economic slowdown, no new programs or expanded levels of service are included in the budget. The 10 year financial forecast is of concern since there are several years reflecting deficits and other years reflecting lower projected surpluses than in previous years' forecasts. The City will need to monitor its revenues and expenditures closely and may need to further reduce expenditures in the following two years if the assumptions made regarding the recession's length and recovery proves accurate to ensure we live within our means through these turbulent and uncertain economic times. The 10 year financial forecast is a useful tool to help manage our way through the economic uncertainty.

The City of Carlsbad has a diverse revenue base and is in a good economic position; however, Carlsbad is not immune to the economy. The planning and foresight by the City Council and residents have provided a sound economic base for the City. Fiscal conservatism, which has consistently been the city's overall approach to managing its finances, is even more important during this economic recession.

The challenges for the future will also include transitioning from a developing City to a fully built City; it will be about managing costs while continuing to look for appropriate revenue streams sufficient to pay for the services desired by the citizens. This year's budget reflects the anticipated achievement of Council's vision and goals for the City. It allocates the available funding in a manner that maintains the City's infrastructure and proactively plans for the future. This plan will provide essential City services to all who live, work, and play in Carlsbad.

**CITY OF CARLSBAD
OPERATING FUNDS
PROJECTED FUND BALANCES**

FUND	UNRESERVED BALANCE JULY 1, 2008	PROJECTED REVENUES	PROJECTED EXPENDITURES	ADVANCES & FUND TRANSFERS	PROJECTED BALANCE JUNE 30, 2009
GENERAL FUND	\$46,059,403 *	\$116,519,500	\$112,486,931		\$50,091,972 *
REPAYMENT FROM SOLID WASTE	0	0	0	136,000	136,000
ADVANCE TO GOLF COURSE FUND	0	0	0	(1,766,764)	(1,766,764)
ADVANCE TO MEDIAN MAINTENANCE	0	0	0	(321,000)	(321,000)
TRANSFER TO INFORMATION TECHNOLOGY	988,000	0	0	(988,000)	0
TOTAL GENERAL FUND	47,047,403	116,519,500	112,486,931		48,140,208
SPECIAL REVENUE					
AFFORDABLE HOUSING	13,729,685	1,317,000	409,137		14,637,548
BUENA VISTA CHANNEL MAINTENANCE	1,139,672	144,100	169,974		1,113,798
CITIZEN'S OPTION FOR PUBLIC SAFETY	102,559	107,600	202,982		7,197
COMMUNITY ACTIVITY GRANTS	1,046,527	38,000	36,000		1,048,527
COMMUNITY DEVELOPMENT BLOCK GRANT	87,079	1,022,000	1,061,195		47,884
CULTURAL ARTS DONATIONS	101,328	186,800	67,220		220,908
LIBRARY AND ARTS ENDOWMENT FUND	347,138	10,200	8,000		349,338
LIBRARY GIFTS/BEQUESTS	99,485	172,500	136,000		135,985
LIGHTING AND LANDSCAPING DISTRICT NO. 2	513,470	392,290	201,287		704,473
LOCAL CABLE INFRASTRUCTURE FUND	68,665	355,800	246,032		178,433
MEDIAN MAINTENANCE	248,871	365,421	791,188	321,000	144,104
POLICE ASSET FORFEITURE	819,615	100,800	251,000		669,415
POLICE GRANTS	2,115	0	0		2,115
PUBLIC ART	212,058	6,500	37,600		180,958
RECREATION DONATIONS	140,959	31,700	25,100		147,559
RENTAL ASSISTANCE	2,354,903	5,654,000	6,093,843		1,915,060
SENIOR DONATIONS	178,852	31,500	99,300		111,052
STREET LIGHTING	709,901	900,282	1,156,779		453,404
STREET TREE MAINTENANCE	456,509	478,368	586,621		348,256
TOTAL SPECIAL REVENUE	22,359,391	11,314,861	11,579,238		22,416,014
ENTERPRISE					
WATER OPERATIONS	(925,720)	28,055,200	27,048,567		80,913
RECYCLED WATER OPERATIONS	3,020,493	5,233,300	5,795,254		2,458,539
WASTEWATER OPERATIONS	1,704,596	9,433,259	11,145,576		(7,721)
SOLID WASTE MANAGEMENT	7,648,521	3,404,001	2,853,231	(136,000)	8,064,291
TOTAL ENTERPRISE	11,448,890	46,125,760	46,842,628		10,596,022
INTERNAL SERVICE					
WORKERS' COMPENSATION	2,987,626	1,629,000	1,902,948		2,713,678
RISK MANAGEMENT	144,461	1,350,400	1,601,489		(106,628)
SELF-INSURED BENEFITS	1,251,862	965,000	915,000		1,301,862
VEHICLE MAINTENANCE	86,782	2,813,800	2,778,119		122,463
VEHICLE REPLACEMENT	9,691,867	2,526,000	1,578,577		10,839,290
INFORMATION TECHNOLOGY	3,158,481	5,931,500	7,133,329	988,000	2,944,652
TOTAL INTERNAL SERVICE	17,321,079	15,215,700	15,909,462		17,615,317
REDEVELOPMENT					
VILLAGE OPERATIONS / DEBT SERVICE	3,439,416	2,898,800	1,564,180		4,774,036
VILLAGE LOW/MOD INCOME HOUSING	4,613,187	854,000	28,444		5,438,743
SCCRDA OPERATIONS / DEBT SERVICE	155,665	3,800	158,987		478
SCCRDA LOW/MOD INCOME HOUSING	352,104	11,000	44,010		319,094
TOTAL REDEVELOPMENT	8,560,372	3,767,600	1,795,621		10,532,351
TOTAL OPERATING FUNDS	\$106,737,135	\$192,943,421	\$188,613,880	(\$1,766,764)	\$109,299,912

* FOR THE GENERAL FUND ONLY THIS REPRESENTS UNDESIGNATED, UNRESERVED FUND BALANCE.

**CITY OF CARLSBAD
OPERATING FUNDS
PROJECTED FUND BALANCES**

FUND	PROJECTED BALANCE JULY 1, 2009	ESTIMATED REVENUES	ADOPTED BUDGET	ADVANCES & FUND TRANSFERS	RESERVED BALANCES	PROJECTED BALANCE JUNE 30, 2010
GENERAL FUND	\$48,140,208 *	\$108,783,878	\$109,107,932			\$47,816,154 *
REPAYMENT FROM SOLID WASTE				136,000		136,000
ADVANCE TO MEDIAN FUND				(166,500)		(166,500)
ADVANCE TO GOLF COURSE OPERATIONS				(1,600,000)		(1,600,000)
ADVANCE TO SCCRDA				(204,000)		(204,000)
REPAYMENT FROM VILLAGE RDA		500,000				\$500,000
TRANSFER TO IT (NON-DEPT CONTINGENCY)	488,118			(488,118)		0
TOTAL GENERAL FUND	48,628,326	109,283,878	109,107,932			46,481,654
SPECIAL REVENUE						
AFFORDABLE HOUSING	14,637,548	600,000	500,961		(395,640)	14,340,947
BUENA VISTA CHANNEL MAINTENANCE	1,113,798	133,446	74,200			1,173,044
CITIZEN'S OPTION FOR PUBLIC SAFETY	7,197	165,000	171,880			317
COMMUNITY ACTIVITY GRANTS	1,048,527	40,000	40,000		(1,000,000)	48,527
COMMUNITY DEVELOPMENT BLOCK GRANT	47,884	711,549	730,120			29,313
CULTURAL ARTS DONATIONS	220,908	48,000	92,055			176,853
LIBRARY AND ARTS ENDOWMENT FUND	349,338	5,500	15,000		(250,000)	89,838
LIBRARY GIFTS/BEQUESTS	135,985	106,350	6,000			236,335
LIGHTING AND LANDSCAPING DISTRICT NO. 2	704,473	479,352	222,036			961,789
LOCAL CABLE INFRASTRUCTURE FUND	178,433	252,500	60,901			370,032
MEDIAN MAINTENANCE	144,104	367,904	678,068	166,500		440
POLICE ASSET FORFEITURE	669,415	67,500	42,000			694,915
POLICE GRANTS	2,115	0	0			2,115
PUBLIC ART	180,958	4,800	20,000			165,758
RECREATION DONATIONS	147,559	31,100	72,800			105,859
RENTAL ASSISTANCE	1,915,060	5,917,000	6,169,619			1,662,441
SENIOR DONATIONS	111,052	33,000	35,500			108,552
STREET LIGHTING	453,404	919,120	979,254			393,270
STREET TREE MAINTENANCE	348,256	475,851	605,930			218,177
TOTAL SPECIAL REVENUE	22,416,014	10,357,972	10,516,324			20,778,522
ENTERPRISE						
WATER OPERATIONS	80,913	35,465,050	34,795,184			750,779
RECYCLED WATER OPERATIONS	2,458,539	6,434,275	6,412,539			2,480,275
WASTEWATER OPERATIONS	(7,721)	10,187,534	10,184,486			(4,673)
SOLID WASTE MANAGEMENT	8,054,291	3,594,594	3,178,116	(136,000)		8,344,769
TOTAL ENTERPRISE	10,596,022	55,681,453	54,570,325			11,571,150
INTERNAL SERVICE						
WORKERS' COMPENSATION	2,713,678	1,492,400	1,835,863		(2,300,000)	70,215
RISK MANAGEMENT	(106,628)	1,588,720	1,459,811			22,281
SELF-INSURED BENEFITS	1,301,862	1,151,642	1,044,791		(500,000)	908,713
VEHICLE MAINTENANCE	122,463	3,270,367	2,872,626			520,204
VEHICLE REPLACEMENT	10,639,290	2,530,883	1,574,000			11,596,173
INFORMATION TECHNOLOGY	2,944,652	5,906,154	6,263,186	488,118	(1,749,428)	1,326,310
TOTAL INTERNAL SERVICE	17,615,317	15,940,166	15,050,277			14,443,896
REDEVELOPMENT						
VILLAGE OPERATIONS / DEBT SERVICE	4,774,036	2,672,700	1,501,567	(500,000)		5,445,169
VILLAGE LOW/MOD INCOME HOUSING	5,438,743	660,700	100,616		(500,000)	5,498,827
SCCRDA OPERATIONS / DEBT SERVICE	478	0	201,599	204,000		2,879
SCCRDA LOW/MOD INCOME HOUSING	319,094	9,000	42,981			265,113
TOTAL REDEVELOPMENT	10,532,351	3,342,400	1,846,763			11,231,988
TOTAL OPERATING FUNDS	\$109,788,030	\$194,605,869	\$191,091,621	(\$2,100,000)	(\$6,695,068)	\$104,507,210

* FOR THE GENERAL FUND ONLY THIS REPRESENTS UNDESIGNATED, UNRESERVED FUND BALANCE.

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2007-08	PROJECTED REVENUE 2008-09	ESTIMATED REVENUE 2009-10	AS % OF FY 08-09 PROJECTED	DIFFERENCE 2008-09 TO 2009-10
GENERAL FUND					
TAXES					
PROPERTY TAX	\$47,196,622	\$50,557,000	\$47,939,000	-5.2%	(\$2,618,000)
SALES TAX	28,011,985	26,307,000	23,028,000	-12.5%	(3,279,000)
TRANSIENT TAX	14,277,352	13,496,000	12,121,000	-10.2%	(1,375,000)
FRANCHISE TAX	4,634,049	4,520,000	5,095,000	12.7%	575,000
BUSINESS LICENSE TAX	3,327,815	3,550,000	3,170,000	-10.7%	(380,000)
TRANSFER TAX	951,141	483,000	500,000	3.5%	17,000
TOTAL TAXES	98,398,974	98,913,000	91,853,000	-7.1%	(7,060,000)
INTERGOVERNMENTAL					
VEHICLE LICENSE FEES	449,733	150,000	0	-100.0%	(150,000)
HOMEOWNERS EXEMPTION	379,909	375,000	381,000	1.6%	6,000
OTHER INTERGOVERNMENTAL	2,505,952	975,000	782,300	-19.8%	(192,700)
TOTAL INTERGOVERNMENTAL	3,335,594	1,500,000	1,163,300	-22.5%	(336,700)
LICENSES AND PERMITS					
BUILDING PERMITS	817,024	450,000	455,000	1.1%	5,000
OTHER LICENSES & PERMITS	1,174,497	604,000	343,000	-43.2%	(261,000)
TOTAL LICENSES & PERMITS	1,991,521	1,054,000	798,000	-24.3%	(256,000)
CHARGES FOR SERVICES					
PLANNING FEES	587,600	385,000	294,000	-23.6%	(91,000)
BUILDING DEPT. FEES	637,925	424,000	399,000	-5.9%	(25,000)
ENGINEERING FEES	1,443,865	569,000	500,000	-12.1%	(69,000)
AMBULANCE FEES	1,979,926	2,044,000	2,100,000	2.7%	56,000
RECREATION FEES	1,730,238	1,787,000	1,822,485	2.0%	35,485
OTHER CHARGES OR FEES	1,147,711	740,000	529,106	-28.5%	(210,894)
TOTAL CHARGES FOR SERVICES	7,527,265	5,949,000	5,644,591	-5.1%	(304,409)
FINES AND FORFEITURES	1,336,293	1,300,000	1,301,300	0.1%	1,300
INCOME FROM INVESTMENTS AND PROPERTY*	5,062,506	3,506,000	4,061,950	15.9%	555,950
INTERDEPARTMENTAL CHARGES	2,286,528	3,415,000	3,522,587	3.2%	107,587
OTHER REVENUE SOURCES	1,438,181	882,500	938,150	6.4%	56,650
TOTAL GENERAL FUND	\$121,376,862	\$116,519,500	\$109,283,878	-6.2%	(\$7,235,622)

* INTEREST IS CALCULATED ON AN AMORTIZED COST BASIS

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2007-08	PROJECTED REVENUE 2008-09	ESTIMATED REVENUE 2009-10	AS % OF FY 08-09 PROJECTED	DIFFERENCE 2008-09 TO 2009-10
SPECIAL REVENUE FUNDS					
AFFORDABLE HOUSING					
AFFORDABLE HOUSING FEES	173,460	305,000	200,000	-34.4%	(105,000)
FEDERAL GRANT	6,611	612,000	0	-100.0%	(612,000)
STATE GRANT	400,536	0	0	0.0%	0
INTEREST	764,803	400,000	400,000	0.0%	0
OTHER	560,035	0	0	0.0%	0
TOTAL AFFORDABLE HOUSING	1,905,445	1,317,000	600,000	-54.4%	(717,000)
BUENA VISTA CHANNEL MAINTENANCE					
BUENA VISTA FEES	82,679	100,000	100,000	0.0%	0
INTEREST	64,215	44,100	33,446	-24.2%	(10,654)
TOTAL BUENA VISTA CHANNEL MAINTENANCE	146,894	144,100	133,446	-7.4%	(10,654)
CITIZEN'S OPTION FOR PUBLIC SAFETY					
STATE FUNDING (AB3229)	194,862	100,500	165,000	64.2%	64,500
INTEREST	5,794	7,100	0	-100.0%	(7,100)
TOTAL CITIZENS OPTION FOR PUBLIC SAFETY	200,656	107,600	165,000	53.4%	57,400
COMMUNITY ACTIVITY GRANTS					
INTEREST	60,458	38,000	40,000	5.3%	2,000
TOTAL COMMUNITY ACTIVITY GRANTS	60,458	38,000	40,000	5.3%	2,000
COMMUNITY DEVELOPMENT BLOCK GRANT					
FEDERAL GRANT	477,978	927,000	635,549	-31.4%	(291,451)
INTEREST	47,202	50,000	45,000	-10.0%	(5,000)
OTHER	37,095	45,000	31,000	-31.1%	(14,000)
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT	562,275	1,022,000	711,549	-30.4%	(310,451)
CULTURAL ARTS DONATIONS					
DONATIONS	74,493	12,700	48,000	278.0%	35,300
INTEREST	5,508	4,100	0	-100.0%	(4,100)
OTHER	0	170,000	0	-100.0%	(170,000)
TOTAL CULTURAL ARTS DONATIONS	80,001	186,800	48,000	-74.3%	(138,800)
LIBRARY AND ARTS ENDOWMENT FUND					
INTEREST	16,552	10,200	5,500	-46.1%	(4,700)
TOTAL LIBRARY AND ARTS ENDOWMENT FUND	16,552	10,200	5,500	-46.1%	(4,700)
LIBRARY GIFTS/BEQUESTS					
GIFTS/BEQUESTS	90,864	94,100	105,000	11.6%	10,900
INTEREST	5,240	3,800	1,350	-64.5%	(2,450)
OTHER	0	74,600	0	-100.0%	(74,600)
TOTAL LIBRARY GIFTS/BEQUESTS	96,104	172,500	106,350	-38.4%	(66,150)
LIGHTING AND LANDSCAPING DISTRICT NO. #2					
LLD #2 FEES	414,065	385,290	458,183	18.9%	72,893
INTEREST	17,561	7,000	21,169	202.4%	14,169
OTHER	6,000	0	0	0.0%	0
TOTAL LIGHTING AND LANDSCAPING DIST. NO. #2	437,626	392,290	479,352	22.2%	87,062
LOCAL CABLE INFRASTRUCTURE FUND					
CABLE FEES	67,891	350,000	250,000	-28.6%	(100,000)
INTEREST	774	5,800	2,500	-56.9%	(3,300)
TOTAL LOCAL CABLE INFRASTRUCTURE FUND	68,665	355,800	252,500	-29.0%	(103,300)
MEDIAN MAINTENANCE					
MEDIAN MAINTENANCE FEES	361,316	365,421	367,904	0.7%	2,483
INTEREST	1,035	0	0	0.0%	0
TOTAL MEDIAN MAINTENANCE	\$362,351	\$365,421	\$367,904	0.7%	\$2,483
POLICE ASSET FORFEITURE					
ASSET FORFEITURES	\$163,467	\$75,000	\$50,000	-33.3%	(\$25,000)
INTEREST	43,051	23,000	17,500	-23.9%	(5,500)
OTHER	0	2,800	0	-100.0%	(2,800)
TOTAL POLICE ASSET FORFEITURE	206,518	100,800	67,500	-33.0%	(33,300)
POLICE GRANTS					
FEDERAL GRANT	28,095	0	0	0.0%	0
INTEREST	(330)	0	0	0.0%	0
TOTAL POLICE GRANTS	27,765	0	0	0.0%	0

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2007-08	PROJECTED REVENUE 2008-09	ESTIMATED REVENUE 2009-10	AS % OF FY 08-09 PROJECTED	DIFFERENCE 2008-09 TO 2009-10
SPECIAL REVENUE FUNDS - CONTINUED					
PUBLIC ART					
INTEREST	12,295	6,500	4,800	-26.2%	(1,700)
TOTAL PUBLIC ART	12,295	6,500	4,800	-26.2%	(1,700)
RECREATION DONATIONS					
DONATIONS	31,879	27,000	31,100	15.2%	4,100
INTEREST	7,559	4,700	0	-100.0%	(4,700)
TOTAL RECREATION DONATIONS	39,438	31,700	31,100	-1.9%	(600)
RENTAL ASSISTANCE					
FEDERAL GRANT	6,326,173	5,600,000	5,900,000	5.4%	300,000
INTEREST	53,219	45,000	15,000	-66.7%	(30,000)
OTHER	41,418	9,000	2,000	-77.8%	(7,000)
TOTAL RENTAL ASSISTANCE	6,420,810	5,654,000	5,917,000	4.7%	263,000
SENIOR DONATIONS					
DONATIONS	11,047	24,000	28,000	16.7%	4,000
INTEREST	11,292	6,000	5,000	-16.7%	(1,000)
OTHER	0	1,500	0	-100.0%	(1,500)
TOTAL SENIOR DONATIONS	22,339	31,500	33,000	4.8%	1,500
STREET LIGHTING					
STREET LIGHTING FEES	\$694,464	\$728,101	\$727,442	0.2%	\$1,341
INTERDEPARTMENTAL	0	28,000	28,000	0.0%	0
OTHER	297,897	126,481	149,981	18.6%	23,500
INTEREST	48,773	19,700	13,697	-30.5%	(6,003)
TOTAL STREET LIGHTING	1,041,134	900,282	919,120	2.1%	18,838
STREET TREE MAINTENANCE					
TREE MAINTENANCE FEES	457,930	462,768	465,401	0.6%	2,633
INTEREST	29,363	15,600	10,450	-33.0%	(5,150)
TOTAL STREET TREE MAINTENANCE	487,293	478,368	475,851	-0.5%	(2,517)
TOTAL SPECIAL REVENUE FUNDS	\$12,194,619	\$11,314,861	\$10,357,972	-8.5%	(\$956,889)

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2007-08	PROJECTED REVENUE 2008-09	ESTIMATED REVENUE 2009-10	AS % OF FY 08-09 PROJECTED	DIFFERENCE 2008-09 TO 2009-10
ENTERPRISE FUNDS					
WATER OPERATIONS					
WATER SALES	\$15,004,960	\$17,600,000	\$24,902,690	41.5%	\$7,302,690
READY TO SERVE CHARGES	4,721,811	5,959,800	6,688,880	12.2%	729,060
PROPERTY TAXES	2,712,504	3,035,000	2,995,000	-1.3%	(40,000)
NEW ACCOUNT CHARGES	86,370	80,000	80,000	0.0%	0
BACK-FLOW PROGRAM FEES	113,277	115,000	115,000	0.0%	0
PENALTY FEES	259,287	262,000	262,000	0.0%	0
INTEREST	247,039	(75,000)	4,500	106.0%	79,500
ENGINEERING OVERHEAD	106,160	0	0	0.0%	0
SERVICE CONNECTION FEES	81,220	48,000	68,000	41.7%	20,000
AGRICULTURAL CREDITS	118,740	80,000	80,000	0.0%	0
OTHER	2,893,352	950,400	269,000	-71.7%	(681,400)
TOTAL WATER OPERATIONS	26,344,720	28,055,200	35,465,050	26.4%	7,409,850
RECYCLED WATER OPERATIONS					
WATER SALES	2,412,835	2,900,000	3,892,955	34.2%	992,955
READY-TO-SERVE CHARGE	207,107	275,000	276,870	0.7%	1,870
RECYCLED WATER CREDITS	1,102,940	1,600,000	1,760,000	10.0%	160,000
INTEREST	313,922	250,000	200,000	-20.0%	(50,000)
OTHER	2,199,342	208,300	304,450	46.2%	96,150
TOTAL RECYCLED WATER OPERATIONS	6,236,146	5,233,300	6,434,275	23.0%	1,200,975
WASTEWATER OPERATIONS					
SERVICE CHARGES	8,054,276	9,092,580	9,961,534	9.6%	868,954
MISC SEWER	23,013	24,000	25,000	4.2%	1,000
ENGINEERING OVERHEAD	164,977	0	0	0.0%	0
PENALTY FEES	73,601	75,000	75,000	0.0%	0
INTEREST	270,826	101,000	101,000	0.0%	0
OTHER	97,756	140,679	25,000	-82.2%	(115,679)
TOTAL WASTEWATER OPERATIONS	8,684,449	9,433,259	10,187,534	8.0%	754,275
SOLID WASTE MANAGEMENT					
INTEREST	445,478	443,275	313,000	-29.4%	(130,275)
RECYCLING FEES (AB939)	297,534	294,000	294,000	0.0%	0
PENALTY FEES	51,639	55,000	55,000	0.0%	0
TRASH SURCHARGE	1,846,085	2,682,300	2,700,000	0.7%	17,700
OTHER	195,711	(70,574)	232,594	429.6%	303,168
TOTAL SOLID WASTE MANAGEMENT	2,836,445	3,404,001	3,594,594	5.6%	190,593
TOTAL ENTERPRISE FUNDS	\$44,101,760	\$46,125,760	\$55,681,453	20.7%	\$9,565,693

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2007-08	PROJECTED REVENUE 2008-09	ESTIMATED REVENUE 2009-10	AS % OF FY 08-09 PROJECTED	DIFFERENCE 2008-09 TO 2009-10
INTERNAL SERVICE FUNDS					
WORKERS' COMPENSATION					
INTERDEPARTMENTAL	\$1,862,395	\$1,397,000	\$1,327,400	-6.0%	(\$69,600)
INTEREST	342,100	190,000	165,000	-13.2%	(25,000)
OTHER	5,927	42,000	0	-100.0%	(42,000)
TOTAL WORKERS' COMPENSATION	2,210,422	1,629,000	1,492,400	-8.4%	(136,600)
RISK MANAGEMENT					
INTERDEPARTMENTAL	1,322,380	1,324,600	1,563,720	18.1%	239,120
INTEREST	6,717	4,000	0	-100.0%	(4,000)
OTHER	27,807	21,800	25,000	14.7%	3,200
TOTAL RISK MANAGEMENT	1,356,904	1,350,400	1,588,720	17.7%	238,320
SELF-INSURED BENEFITS					
INTERDEPARTMENTAL	898,370	900,000	1,086,080	20.7%	186,080
INTEREST	400,274	0	0	0.0%	0
OTHER	61,364	65,000	65,582	0.9%	562
TOTAL SELF-INSURED BENEFITS	1,360,008	965,000	1,151,642	19.3%	186,642
VEHICLE MAINTENANCE					
INTERDEPARTMENTAL	2,554,815	2,782,600	3,235,914	16.3%	453,314
INTEREST	4,953	1,200	0	-100.0%	(1,200)
OTHER	21,082	30,000	34,453	14.8%	4,453
TOTAL VEHICLE MAINTENANCE	2,580,850	2,813,800	3,270,367	16.2%	466,567
VEHICLE REPLACEMENT					
INTERDEPARTMENTAL	1,937,350	2,115,000	2,230,883	5.5%	115,883
INTEREST	520,261	315,000	300,000	-4.8%	(15,000)
OTHER	(87,383)	96,000	0	-100.0%	(96,000)
TOTAL VEHICLE REPLACEMENT	2,370,228	2,526,000	2,530,883	0.2%	4,883
INFORMATION TECHNOLOGY					
FEDERAL GRANT	140,878	0	0	0.0%	0
INTERDEPARTMENTAL	5,419,703	5,825,500	5,828,154	0.1%	2,654
INTEREST	227,607	106,000	78,000	-26.4%	(28,000)
TOTAL INFORMATION TECHNOLOGY	5,788,188	5,931,500	5,906,154	-0.4%	(25,346)
TOTAL INTERNAL SERVICE FUNDS	\$15,666,600	\$15,215,700	\$15,940,166	4.8%	\$724,466

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2007-08	PROJECTED REVENUE 2008-09	ESTIMATED REVENUE 2009-10	AS % OF FY 08-09 PROJECTED	DIFFERENCE 2008-09 TO 2009-10
REDEVELOPMENT FUNDS					
VILLAGE OPERATIONS / DEBT SERVICE					
RENTAL INCOME	\$67,406	\$43,000	\$0	-100.0%	(\$43,000)
TAX INCREMENT	2,659,546	2,738,000	2,642,700	-3.5%	(95,300)
INTEREST	174,491	110,000	30,000	-72.7%	(80,000)
OTHER	320,719	7,800	0	-100.0%	(7,800)
TOTAL VILLAGE OPERATIONS / DEBT SERVICE	3,222,162	2,898,800	2,672,700	-7.8%	(226,100)
VILLAGE LOW AND MOD INCOME HOUSING					
TAX INCREMENT	664,886	684,000	560,700	-18.0%	(123,300)
INTEREST	257,785	170,000	100,000	-41.2%	(70,000)
TOTAL VILLAGE LOW AND MOD INCOME HOUSING	922,671	854,000	660,700	-22.6%	(193,300)
SCCRDA OPERATIONS / DEBT SERVICE					
INTEREST	14,765	3,800	0	-100.0%	(3,800)
OTHER	3,400	0	0	0.0%	0
TOTAL SCCRDA OPERATIONS / DEBT SERVICE	18,165	3,800	0	-100.0%	(3,800)
SCCRDA LOW AND MOD INCOME HOUSING					
INTEREST	21,050	11,000	9,000	-18.2%	(2,000)
TOTAL SCCRDA LOW AND MOD INCOME HOUSING	21,050	11,000	9,000	-18.2%	(2,000)
TOTAL REDEVELOPMENT FUNDS	\$4,184,048	\$3,767,600	\$3,342,400	-11.3%	(\$425,200)
TOTAL OPERATING	\$197,523,889	\$192,943,421	\$194,805,869	0.8%	\$1,662,448

**CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE**

DEPARTMENT	2006-07 ACTUALS	2007-08 ACTUALS	2008-09 ESTIMATED EXPENDITURES	2008-09 REVISED BUDGET	2009-10 BUDGET	%INCR (DEC) 08-09 BUD TO 09-10 BUD
GENERAL FUND						
POLICY AND LEADERSHIP GROUP						
CITY COUNCIL	\$365,294	\$384,942	\$382,957	\$398,808	\$390,802	-2.0%
CITY CLERK	274,288	179,315	95,824	184,075	129,737	-29.5%
CITY TREASURER	163,376	175,954	186,994	196,027	189,913	-3.1%
CITY MANAGER	1,325,335	1,655,465	1,227,583	1,623,190	1,549,131	-4.6%
COMMUNICATIONS	923,185	1,118,170	998,756	997,287	867,545	-13.0%
CITY ATTORNEY	1,233,595	1,318,200	1,225,659	1,287,203	1,292,986	0.4%
TOTAL POLICY/LEADERSHIP GROUP	4,285,053	4,832,046	4,117,773	4,686,590	4,420,114	-5.7%
ADMINISTRATIVE SERVICES						
ADMINISTRATION	725,979	850,395	1,024,447	853,778	654,913	-23.3%
FINANCE	3,037,751	3,508,893	3,281,906	2,978,991	2,919,271	-2.0%
HUMAN RESOURCES	2,141,085	2,285,760	2,108,691	2,518,831	2,243,655	-10.9%
RECORDS MANAGEMENT	891,995	889,549	863,384	888,289	856,942	-3.5%
TOTAL ADMINISTRATIVE SERVICES	6,796,810	7,534,597	7,278,428	7,239,889	6,674,781	-7.8%
PUBLIC SAFETY						
POLICE	24,496,335	26,046,951	27,402,504	26,971,256	27,710,998	2.7%
FIRE	15,119,821	17,433,504	15,761,203	16,902,765	16,762,609	-0.8%
TOTAL PUBLIC SAFETY	39,616,156	43,480,455	43,163,707	43,874,021	44,473,607	1.4%
COMMUNITY DEVELOPMENT						
ADMINISTRATION	823,072	1,011,885	1,004,241	655,196	680,548	3.9%
GEOGRAPHIC INFORMATION SYSTEM	432,120	497,301	554,512	554,430	566,307	2.1%
ECONOMIC DEVELOPMENT/REAL ESTATE MGMT	189,493	293,387	325,543	425,548	342,756	-19.5%
PLANNING	3,348,611	3,709,182	3,123,774	3,822,427	3,676,706	-3.8%
BUILDING INSPECTION	2,113,707	2,027,998	1,984,661	2,318,700	2,032,621	-12.3%
TOTAL COMMUNITY DEVELOPMENT	6,907,003	7,539,733	6,992,731	7,776,301	7,299,038	-6.1%
COMMUNITY SERVICES						
LIBRARY	9,197,856	9,416,232	9,274,106	9,312,153	9,296,334	-0.2%
CULTURAL ARTS PROGRAM	854,488	888,463	840,206	996,565	803,350	-19.4%
PARKS AND RECREATION	10,664,413	10,907,697	10,721,590	10,874,143	11,000,213	1.2%
SENIOR PROGRAMS	803,294	1,088,024	884,080	970,786	993,944	2.4%
TOTAL COMMUNITY SERVICES	\$21,520,051	\$22,300,416	\$21,719,982	\$22,153,647	\$22,093,841	-0.3%

NOTE: ESTIMATED EXPENDITURES MAY EXCEED ADOPTED BUDGET SINCE THEY INCLUDE PRIOR YEAR BUDGET APPROPRIATIONS.

**CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE**

DEPARTMENT	2006-07 ACTUALS	2007-08 ACTUALS	2008-09 ESTIMATED EXPENDITURES	2008-09 REVISED BUDGET	2009-10 BUDGET	%INCR (DEC) 08-09 BUD TO 09-10 BUD
PUBLIC WORKS						
PUBLIC WORKS ADMINISTRATION	\$980,045	\$1,067,128	\$1,112,886	\$1,007,350	\$1,018,047	1.1%
ENGINEERING	6,312,873	7,880,800	9,451,305	8,380,286	8,189,002	-2.3%
FACILITIES MAINTENANCE	3,421,227	3,766,799	4,124,331	3,683,617	3,707,415	0.6%
STREET MAINTENANCE	3,504,394	3,163,455	3,163,242	3,089,955	3,143,285	1.7%
TRAFFIC SIGNAL MAINTENANCE	986,231	866,025	901,991	792,011	789,002	-0.4%
TOTAL PUBLIC WORKS	15,204,770	16,744,207	18,753,755	16,953,219	16,846,751	-0.6%
MISCELLANEOUS NON-DEPARTMENTAL EXPENDITURES						
BEACH PARKING	0	1,625	0	36,000	36,000	0.0%
COMMUNITY CONTRIBUTIONS	33,714	45,000	554,445	0	0	-
DISASTER PREPAREDNESS	1,270,956	595,957	16,419	0	0	-
DUES & SUBSCRIPTIONS	54,749	52,904	58,115	66,900	73,800	10.3%
LEGAL SERVICES	117,087	246,666	160,000	200,000	160,000	-20.0%
MANAGEMENT INCENTIVE PAY*	0	0	0	254,000	0	-100.0%
MISCELLANEOUS EXPENDITURES**	4,887,960	29,333	132,754	50,000	50,000	0.0%
PERSONNEL SAVINGS	0	0	0	0	(800,000)	-
PROPERTY TAX & OTHER ADMINISTRATION	453,875	426,282	627,549	490,700	565,000	15.1%
TOTAL EXPENDITURES	6,818,341	1,397,767	1,549,282	1,097,600	84,800	-92.3%
TRANSFERS						
HOSP GROVE DEBT SERVICE	275,000	275,000	90,000	90,000	0	-100.0%
INFRASTRUCTURE REPLACEMENT FUND	7,200,000	7,900,000	7,550,000	7,550,000	6,538,000	-13.4%
MISCELLANEOUS TRANSFERS OUT	0	10,850,000	1,117,000	0	0	-
TRANSFER TO STORM WATER PROGRAM	0	138,800	154,273	0	177,000	-
TOTAL TRANSFERS	7,475,000	19,163,800	8,911,273	7,640,000	6,715,000	-12.1%
TOTAL MISCELLANEOUS NON-DEPARTMENTAL	14,293,341	20,561,567	10,460,555	8,737,600	6,799,800	-22.2%
SUBTOTAL GENERAL FUND	108,625,184	122,993,021	112,486,931	111,421,267	108,607,932	-2.5%
CONTINGENCIES	0	0	0	1,300,000	500,000	-61.5%
TOTAL GENERAL FUND	\$108,625,184	\$122,993,021	\$112,486,931	\$112,721,267	\$109,107,932	-3.2%

* ACTUAL EXPENDITURES FOR MANAGEMENT INCENTIVE PAY ARE REFLECTED WITHIN THE INDIVIDUAL DEPARTMENTS.

** IN FISCAL YEAR 2006-07 THE CITY SET ASIDE FUNDING OF \$4,807,620 FOR A RETIREE HEALTH CARE TRUST FUND.

**CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE**

DEPARTMENT	2006-07 ACTUALS	2007-08 ACTUALS	2008-09 ESTIMATED EXPENDITURES	2008-09 REVISED BUDGET	2009-10 BUDGET	%INCR (DEC) 08-09 BUD TO 09-10 BUD
SPECIAL REVENUE FUNDS						
AFFORDABLE HOUSING	\$341,796	\$348,036	\$409,137	\$400,868	\$500,961	25.0%
BUENA VISTA CHANNEL MAINTENANCE	49,749	56,158	169,974	111,500	74,200	-33.5%
CITIZEN'S OPTION FOR PUBLIC SAFETY	131,080	181,308	202,962	240,482	171,880	-28.5%
COMMUNITY ACTIVITY GRANTS	30,000	30,000	36,000	40,000	40,000	0.0%
COMMUNITY DEVELOPMENT BLOCK GRANT	370,136	458,044	1,061,195	1,052,154	730,120	-30.6%
CULTURAL ARTS DONATIONS	41,936	67,573	67,220	87,560	92,055	5.1%
LIBRARY AND ARTS ENDOWMENT FUND	10,251	25,791	8,000	16,000	15,000	-6.3%
LIBRARY GIFTS/REQUESTS	114,528	68,819	136,000	25,000	6,000	-76.0%
LIGHTING AND LANDSCAPING DISTRICT NO. 2	117,017	197,329	201,287	196,887	222,036	12.8%
LOCAL CABLE INFRASTRUCTURE FUND	0	0	246,032	222,829	60,901	-72.7%
MEDIAN MAINTENANCE	510,375	492,148	791,188	673,983	678,068	0.6%
POLICE ASSET FORFEITURE	152,853	28,531	251,000	313,500	42,000	-86.6%
POLICE GRANTS	39,798	28,210	0	0	0	-
PUBLIC ART	8,501	5,424	37,600	38,900	20,000	-48.6%
RECREATION DONATIONS	21,350	8,223	25,100	93,200	72,800	-21.9%
RENTAL ASSISTANCE	5,208,219	5,283,978	6,093,843	5,891,291	6,169,619	4.7%
SENIOR DONATIONS	14,494	42,445	99,300	59,300	35,500	-40.1%
STREET LIGHTING	951,686	1,117,957	1,156,779	1,121,280	979,254	-12.7%
STREET TREE MAINTENANCE	578,010	532,878	586,621	577,225	606,930	5.0%
TOTAL SPECIAL REVENUE FUNDS	\$8,691,779	\$8,972,850	\$11,579,238	\$11,161,939	\$10,516,324	-5.8%
ENTERPRISE FUNDS						
WATER OPERATIONS	\$38,707,083	\$25,113,222	\$27,048,567	\$28,293,301	\$34,795,184	23.0%
RECYCLED WATER OPERATIONS	3,539,959	5,723,093	5,795,254	6,188,091	6,412,539	3.6%
WASTEWATER OPERATIONS	8,599,784	9,865,271	11,145,576	10,116,889	10,184,486	0.7%
SOLID WASTE MANAGEMENT	1,901,245	2,588,116	2,853,231	3,220,437	3,178,116	-1.3%
TOTAL ENTERPRISE FUNDS	\$52,748,061	\$43,289,702	\$46,842,628	\$47,818,718	\$54,570,325	14.1%
INTERNAL SERVICE FUNDS						
WORKERS' COMPENSATION	\$1,284,200	\$1,814,833	\$1,902,948	\$1,827,095	\$1,835,863	0.5%
RISK MANAGEMENT	2,238,936	980,048	1,601,489	1,652,862	1,459,811	-11.7%
SELF-INSURED BENEFITS	793,414	1,402,755	915,000	996,405	1,044,791	4.9%
VEHICLE MAINTENANCE	2,506,867	2,647,186	2,778,119	2,956,644	2,872,626	-2.8%
VEHICLE REPLACEMENT	2,261,218	731,987	1,578,577	998,000	1,574,000	57.7%
INFORMATION TECHNOLOGY	4,932,450	5,895,061	7,133,329	6,613,565	6,263,186	-5.3%
TOTAL INTERNAL SERVICE FUNDS	\$14,017,085	\$13,471,870	\$15,909,462	\$15,044,571	\$15,050,277	0.0%
REDEVELOPMENT						
VILLAGE OPERATIONS / DEBT SVC	\$2,326,889	\$2,217,591	\$1,564,180	\$1,633,489	\$1,501,567	-8.1%
VILLAGE LOWMOD INCOME HSNG	62,372	74,039	28,444	95,159	100,616	5.7%
SCCRDA OPERATIONS / DEBT SVC	185,153	197,933	158,987	171,111	201,599	17.8%
SCCRDA LOWMOD INCOME HSNG	29,759	32,062	44,010	42,887	42,981	0.2%
TOTAL REDEVELOPMENT	\$2,604,173	\$2,521,625	\$1,795,621	\$1,942,646	\$1,846,763	-4.9%
TOTAL OPERATING FUNDS	\$186,686,272	\$191,249,068	\$188,613,880	\$188,689,141	\$191,091,621	1.3%
					General Fund	109,107,932
					Non GF	81,983,689
						<u>191,091,621</u>

NOTE: Estimated expenditures may exceed Adopted Budget since they include prior year budget appropriations.

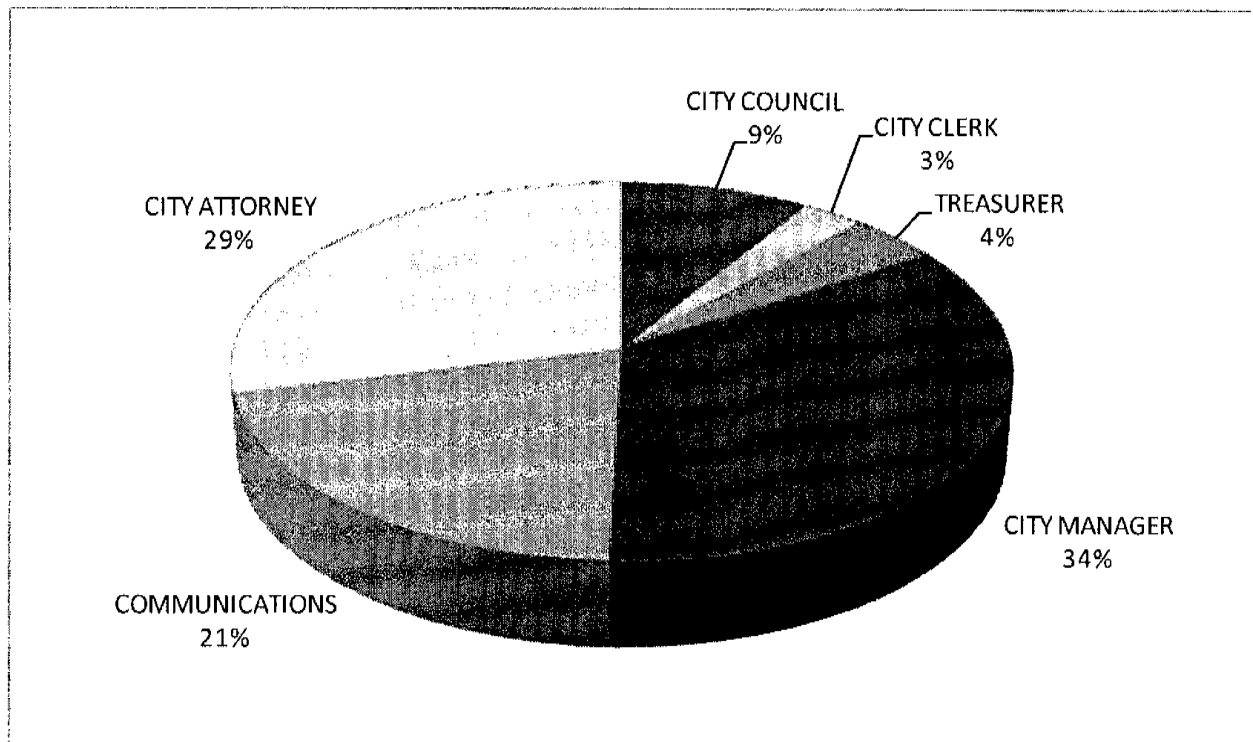


POLICY AND LEADERSHIP GROUP

PROGRAM: POLICY AND LEADERSHIP GROUP
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$2,891,743	\$3,209,111	\$3,334,401	\$3,304,667
MAINTENANCE & OPERATIONS	1,360,729	1,607,775	1,449,338	1,115,447
CAPITAL OUTLAY	32,581	15,160	125,680	60,901
GRAND TOTAL	\$4,285,053	\$4,832,046	\$4,909,419	\$4,481,015
FULL TIME POSITIONS	19.50	19.50	20.50	20.50
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00



PROGRAM: CITY COUNCIL
FUND: GENERAL
PROGRAM GROUP: CITY COUNCIL

ACCT NO. 0010110

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$265,143	\$287,598	\$301,073	\$310,053
MAINTENANCE & OPERATIONS	84,824	97,344	97,735	80,749
CAPITAL OUTLAY	15,327	0	0	0
GRAND TOTAL	\$365,294	\$384,942	\$398,808	\$390,802
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

As the legislative body of the City, the City Council establishes the policies and regulatory ordinances under which the City operates. The City Council has defined goals and objectives to guide the allocation of City resources to meet the needs of the community through the policy development process.

PROGRAM ACTIVITIES:

Meeting Attendance

- Prepare for and attend City Council meetings, as well as various regional committee and community meetings.
- Respond to the needs and requests of the residents of Carlsbad through personal contact and correspondence.

KEY GOALS FOR 2009-2010:

Carlsbad is a city that provides exceptional, top quality services on a daily basis by proactively listening, engaging and responding to our citizens.

Balanced Community Development

- Be a city that connects community, place and spirit, through balanced and economically sustainable land uses.

Citizen Connection And Partnership

- Be a city that embraces Community connectivity through the effective use of technological and interpersonal mediums.

Communication

- Ensure that community members, Council and staff are well informed, continuing to be a more responsive government while providing a high level of citizen confidence in its government.

Environmental Management

- An environmentally sensitive community by focusing on: conservation, storm water, sewage collection and treatment, solid waste, and cost effective and efficient use of energy including alternative energy sources.

Financial Health

- Pursue and implement proactive strategies that support sustainable economic health and manage City resources effectively.

Learning, Culture & Arts

- Promote and support continuous learning, cultural opportunities and the arts within the community and the City organization.

Parks / Open Space / Trails

- Acquire, develop and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible, and are consistent with the General Plan and Growth Management Standards.

PROGRAM: CITY COUNCIL
FUND: GENERAL
PROGRAM GROUP: CITY COUNCIL

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ACCT NO. 0010110

KEY GOALS FOR 2009-10 (continued):

Safe Community

- Maintain a safe and secure community through collaborative partnerships. Public safety providers support high standards, deliver protection of life and property and encourage community involvement in prevention and preparedness efforts.

Transportation / Circulation

- Provide and support a safe and efficient transportation system that moves people, services and goods throughout Carlsbad.

Water

- Ensure, in the most cost-effective manner, water quality and reliability to the maximum extent practical, to deliver high quality potable and reclaimed water incorporating drought-resistant community principles.

SIGNIFICANT CHANGES:

- Due to the economic recession, City Council salaries were reduced 5% in FY 2008-09.
- The City Council Contingency Account was reduced by \$800,000, which will leave \$500,000 available in the Non Departmental Account.

PROGRAM: CITY CLERK
FUND: GENERAL
PROGRAM GROUP: CITY CLERK

ACCT NO. 0010210

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$15,050	\$15,706	\$15,678	\$15,670
MAINTENANCE & OPERATIONS	259,218	163,609	168,397	114,067
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$274,268	\$179,315	\$184,075	\$129,737
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The City Clerk is the City's Elections Official, Legislative Administrator, and Records Manager. As Elections Official, the City Clerk administers State and local procedures through which local government representatives are selected. The Clerk assists candidates in meeting their legal responsibilities before, during, and after an election.

As a Legislative Administrator, the City Clerk assists in the decision-making process of the local legislature. The Clerk prepares the legislative agenda, verifies that legal notices have been posted and published, and completes necessary arrangements so that the City Council may conduct an effective meeting.

As Records Manager, the City Clerk oversees the preservation and protection of the public record. By statute, the Clerk is required to maintain and index the Minutes, Ordinances, and Resolutions adopted by the legislative body. The Clerk also ensures that records are readily available for the public.

The City Clerk is an elected position.

KEY ACHIEVEMENTS FOR 2008-09:

Continued Customer Service Efforts:

- Posted weekly agenda items and public notices on website for enhanced public access.
- Provided agendas, agenda bills, minutes, resolutions, and ordinances to the public via the Internet DocPub system to allow citizen access to historic information instantaneously.
- Responded to Clerk Internet mailbox inquiries immediately throughout the day.
- Continued to provide Passport Acceptance services.
- Implemented Statements of Economic Interest filing automation.
- Provided enhanced recording of Council Meetings through Granicus video streaming and minutes maker software.
- Created standardized guidelines and training for members of city boards, commissions, and committees.
- Completed preparation of Election Manual for use in City Clerk Department.
- Analyzed bond release procedures and identified options for streamlining the process.

KEY GOALS FOR 2009-10:

- Continue compliance with mandates of Federal, State, and Local laws.
- Continue provision of Passport Acceptance Service.
- Establish standardized training program for newly appointed members of boards, commissions, and committees.
- Implementation of uniform guidelines for administration of elections and related matters.

SIGNIFICANT CHANGES:

- None

PROGRAM: CITY TREASURER
FUND: GENERAL
PROGRAM GROUP: CITY TREASURER

ACCT NO. 0010310

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$101,105	\$100,600	\$102,876	\$105,140
MAINTENANCE & OPERATIONS	62,271	75,354	93,151	84,773
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$163,376	\$175,954	\$196,027	\$189,913
FULL TIME POSITIONS	0.75	0.75	0.75	0.75
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

The Office of the City Treasurer has the mission of providing professional cash management for the City of Carlsbad and all of its agencies including, among others, the Carlsbad Municipal Water District and the Carlsbad Redevelopment Agency.

PROGRAM ACTIVITIES:

Cash Management

- Develop projections of cash receipts and cash expenditures from various City and external sources.
- Maintain records of cash receipts and cash disbursements into the Treasury.
- Retrieve daily on-line bank statements and return check listing, verify receipt of anticipated deposits, ensure that all checks paid by the bank were valid City checks.
- Transfer cash daily into or out of the general checking account to ensure that appropriate balances are maintained for the anticipated activity of the next day.
- Execute all electronic wires of funds, ensuring that all are signed by authorized personnel and are supported by proper documentation.
- Develop contracts for cost-effective banking, both retail and custody services.
- Arrange for lines of credit and short-term loans as needed.
- Develop, maintain, and ensure compliance with all Treasury internal controls.

Investment Management

- Develop and maintain the City's Investment Policy and present annually, or as necessary, to the City Council for approval. Incorporate in the Investment Policy any changes in the City's financial requirements that affect investments. Ensure compliance with the California Government Code.
- Develop and maintain a pool of investments for the City and its agencies.
- Research daily international and national financial markets and the financial forecasts.
- Determine daily the type of investments that should be made, considering the current cash position and financial markets. Determine the dollar amount of the investment and the desired maturity date.
- Solicit telephone bids from approved financial institutions/brokers for available investments.
- Evaluate investment alternatives and effect investment purchases. Prepare trade authorizations and arrange for payment, delivery, and safekeeping of all purchases. Verify receipt and correctness of investments made.
- Maintain record for all investments and investment income.
- Reconcile the custodian's monthly report of investments held with Treasury records.
- Arrange for collateral contracts as required.

PROGRAM: CITY TREASURER
FUND: GENERAL
PROGRAM GROUP: CITY TREASURER

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ACCT NO. 0010310

PROGRAM ACTIVITIES (continued):

Reporting and Oversight

- Develop and present to the City Council monthly reports of investment activities.
- In a timely manner, disclose to the City Council any information that could potentially threaten the safety and liquidity of the investment pool.
- Develop and present to the City Council annual reports summarizing and analyzing the financial markets and the portfolio performance for the past fiscal year. Compare the past fiscal year with the four preceding fiscal years to provide perspective.
- Develop investment data for the City's Comprehensive Annual Financial Report.
- Develop investment data for the City's annual financial audit conducted by an independent auditor.
- Develop agenda, convene, conduct, and record proceedings of the Investment Review Committee each quarter, or more frequently as needed.
- Meet frequently with Council and Leadership team to coordinate monetary policy with financial goals.

WORKLOAD STATISTICS:

	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	(Est.) <u>FY 2009</u>
• Portfolio Balance (millions of \$)	\$512	\$516	\$556	\$563	\$560
• Investment Activity					
-Transactions	224	195	165	397	361
-Average Buy (millions)	\$3.76	\$3.41	\$4.20	\$1.91	\$1.88

KEY GOALS FOR 2009-10:

Financial Health

- Anticipate and meet the changing investment needs of the City in order to optimize investment returns, consistent with maintaining safety of principal, and ensuring sufficient liquidity.

Learning, Culture & Arts

- Offer speaking engagements on City cash management and investments.
- Further develop and protect the Treasury page of the City's web site, informing the community of the mission of the Office of the Treasury, the City's Investment Policy, and investment activities. Use the web site as a forum to receive and respond to community comments and questions.

SIGNIFICANT CHANGES:

- None

PROGRAM: CITY MANAGER
FUND: GENERAL
PROGRAM GROUP: CITY MANAGER

ACCT NO. 0011010

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,033,330	\$1,215,864	\$1,277,987	\$1,260,820
MAINTENANCE & OPERATIONS	292,005	439,601	345,203	288,311
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,325,335	\$1,655,465	\$1,623,190	\$1,549,131
FULL TIME POSITIONS	7.00	7.00	8.00	8.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The City Manager's Office supports the operational function of the City. In addition to maintaining the operations of the City, the City Manager assists City departments toward achievement of the City Council's strategic goals as well as organizational goals.

PROGRAM ACTIVITIES:

Financial

- Promote sound financial practices and a balanced revenue expenditure basis.

Administration

- Provide timely and reasonable responses to citizens and customers.

Policy Development

- Assist the City Council in policy development.

PERFORMANCE MEASURES:

The City Manager's Office is measured by the overall success of the organization in accomplishing the organizational goals of the City.

KEY GOALS FOR 2009-2010:

Carlsbad is a city that provides exceptional, top quality services on a daily basis by proactively listening, engaging and responding to our citizens.

Balanced Community Development

- Be a city that connects community, place and spirit, through balanced and economically sustainable land uses.

Citizen Connection And Partnership

- Be a city that embraces Community connectivity through the effective use of technological and interpersonal mediums.

Communication

- Ensure that community members, Council and staff are well informed, continuing to be a more responsive government while providing a high level of citizen confidence in its government.

Environmental Management

- An environmentally sensitive community by focusing on: conservation, storm water, sewage collection and treatment, solid waste, and cost effective and efficient use of energy including alternative energy sources.

PROGRAM: CITY MANAGER
FUND: GENERAL
PROGRAM GROUP: CITY MANAGER

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ACCT NO. 0011010

KEY GOALS FOR 2009-10 (continued):

Financial Health

- Pursue and implement proactive strategies that support sustainable economic health and manage City resources effectively.

Learning, Culture & Arts

- Promote and support continuous learning, cultural opportunities and the arts within the community and the City organization.

Parks / Open Space / Trails

- Acquire, develop and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible, and are consistent with the General Plan and Growth Management Standards.

Safe Community

- Maintain a safe and secure community through collaborative partnerships. Public safety providers support high standards, deliver protection of life and property and encourage community involvement in prevention and preparedness efforts.

Transportation / Circulation

- Provide and support a safe and efficient transportation system that moves people, services and goods throughout Carlsbad.

Water

- Ensure, in the most cost-effective manner, water quality and reliability to the maximum extent practical, to deliver high quality potable and reclaimed water incorporating drought-resistant community principles.

SIGNIFICANT CHANGES:

- A 0.5 limited term management intern position was eliminated in FY 2009-10 due to the economic recession.

PROGRAM: COMMUNICATIONS
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: COMMUNICATION/VOLUNTEERS/VIDEO PRODUCTION
LOCAL CABLE INFRASTRUCTURE FUND

ACCT NO. 0011012/0011013/0011015/1381010

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$407,996	\$441,163	\$486,443	\$456,079
MAINTENANCE & OPERATIONS	514,715	661,847	607,993	411,466
CAPITAL OUTLAY	474	15,160	125,680	60,901
GRAND TOTAL	\$923,185	\$1,118,170	\$1,220,116	\$928,446
FULL TIME POSITIONS	3.75	3.75	3.75	3.75
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00
GENERAL FUND	\$923,185	\$1,118,170	\$997,287	\$867,545
SPECIAL REVENUE	0	0	222,829	60,901
TOTAL FUNDING	\$923,185	\$1,118,170	\$1,220,116	\$928,446

PROGRAM GROUP DESCRIPTION:

The Communications Department is responsible for coordinating the dissemination of information, regarding various city issues and programs through the media, publications, city web site and video. In addition to a Communications Manager, the department includes a Communications Coordinator, who assists the department with communications-related activities and a Community Volunteer Coordinator, who facilitates connecting residents interested in volunteering with city volunteer opportunities. The Video Production Manager produces four video magazines, which air during the quarterly Council break, including the State of the City Address.

PROGRAM ACTIVITIES:

Customer Service

- Provide the residents and customers of Carlsbad with clear concise, coordinated information regarding policies, services and opportunities available throughout the city.

KEY GOALS FOR 2009-10:

Top-Quality Services

- Provide the residents and customers with information regarding city programs and opportunities.
- Continuously update residents and customers on the progress of city programs and policies.
- Provide training to staff on communications issues.

Communication

- Assist in implementing the City Council's communication and citizen connection and partnership strategic goals.
- Redesign and assist departments with providing content for the city's Web site.
- Continue city logo implementation to provide a consistent and cohesive citywide brand.
- Record, produce and televise meetings that occur in the council chambers.
- Coordinate community outreach and forum activities, which continue to be top priorities.
- Work with Video Production Manager to improve streaming video quality and delivery.
- Work with Video Production Manager to provide more video content on the city's Web site.
- Involve volunteers to maintain and/or increase capacity while revenues are declining.

PROGRAM: COMMUNICATIONS **PAGE TWO**
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: COMMUNICATION/VOLUNTEERS/VIDEO PRODUCTION
LOCAL CABLE INFRASTRUCTURE FUND
ACCT NO. 0011012/0011013/0011015/1381010

KEY ACHIEVEMENTS FOR FY 2008-09:

The Communication Department is now responsible for programming its own cable channel. Local cable infrastructure funds will be used for the associated capital costs. The department continues to redesign the city's Web site, which will go live in the second half of 2009. In addition, the department continues to implement the new city logo to provide a consistent and cohesive citywide brand. The number of volunteers increased by 57 percent and they donated a total of 30 percent more hours than the prior fiscal year.

SIGNIFICANT CHANGES:

- The city is now responsible for televising its own public meetings. The capital costs will be funded with the Local Cable Infrastructure Franchise Fees the city receives.
- To reduce costs, the city calendars will no longer be printed, the Community Services Guide will be reduced by 25%, and a vacant part-time position will be unfunded.

PROGRAM: CITY ATTORNEY
FUND: GENERAL
PROGRAM GROUP: CITY ATTORNEY

ACCT NO. 0011210

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,069,119	\$1,148,180	\$1,150,344	\$1,156,905
MAINTENANCE & OPERATIONS	147,696	170,020	136,859	136,081
CAPITAL OUTLAY	16,780	0	0	0
GRAND TOTAL	\$1,233,595	\$1,318,200	\$1,287,203	\$1,292,986
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

Provide legal advice, assistance, and guidance in accomplishing and implementing the City Council's goals which are:

- A City that connects community, place and spirit, through balanced and economically sustainable lands uses.
- A City that embraces community connectivity through the effective use of technological and interpersonal mediums.
- An environmentally sensitive community by focusing on conservation, storm water, sewage collection and treatment, solid waste, and cost effective and efficient use of energy including alternative energy sources.
- A City that provides and sustains exceptional programs, policies, services and infrastructure.
- Ensure that community members; council and staff are well informed, continuing to be a more responsive government and a high level of citizen confidence in its government.
- Pursue and implement proactive strategies that support sustainable economic health and manage fiscal resources effectively.
- Promote and support continuous learning, cultural opportunities and the arts within the community and the City organization.
- Acquire, develop and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible, and are consistent with the General Plan and Growth Management Standards.
- Provide and support a safe and efficient transportation system that moves people, services and goods throughout Carlsbad.
- Ensure in the most cost-effective manner, water quality and reliability to the maximum extent practical, to deliver high quality potable and reclaimed water incorporating drought-resistant community principles.

PROGRAM ACTIVITIES:

The City Attorney's Office provides legal advice and representation to the City Council, Housing and Redevelopment Commission, Carlsbad Municipal Water District, City Clerk, City Treasurer, City Manager, Boards and Commissions, and other City offices in order to provide services to the public as required or permitted by law. The City Attorney is also responsible for assisting in the interpretation, administration, and enforcement of laws and regulations and City programs.

This office drafts and reviews all resolutions, ordinances, contracts, bonds, election petitions, and other legal documents. The office is responsible for all litigation on behalf of or against the City, Carlsbad Municipal Water District, Redevelopment Commission, or other City entities. The office is handling more litigation in-house in order to reduce outside attorney's costs.

KEY GOALS FOR 2009-10:

To provide quality and timely legal advice to all elected and appointed City officials and all major service areas, assisting them in making sound legal decisions to carry out the goals of the City Council.

SIGNIFICANT CHANGES:

The City Attorney is now General Counsel to the Carlsbad Tourism Business Improvement District.

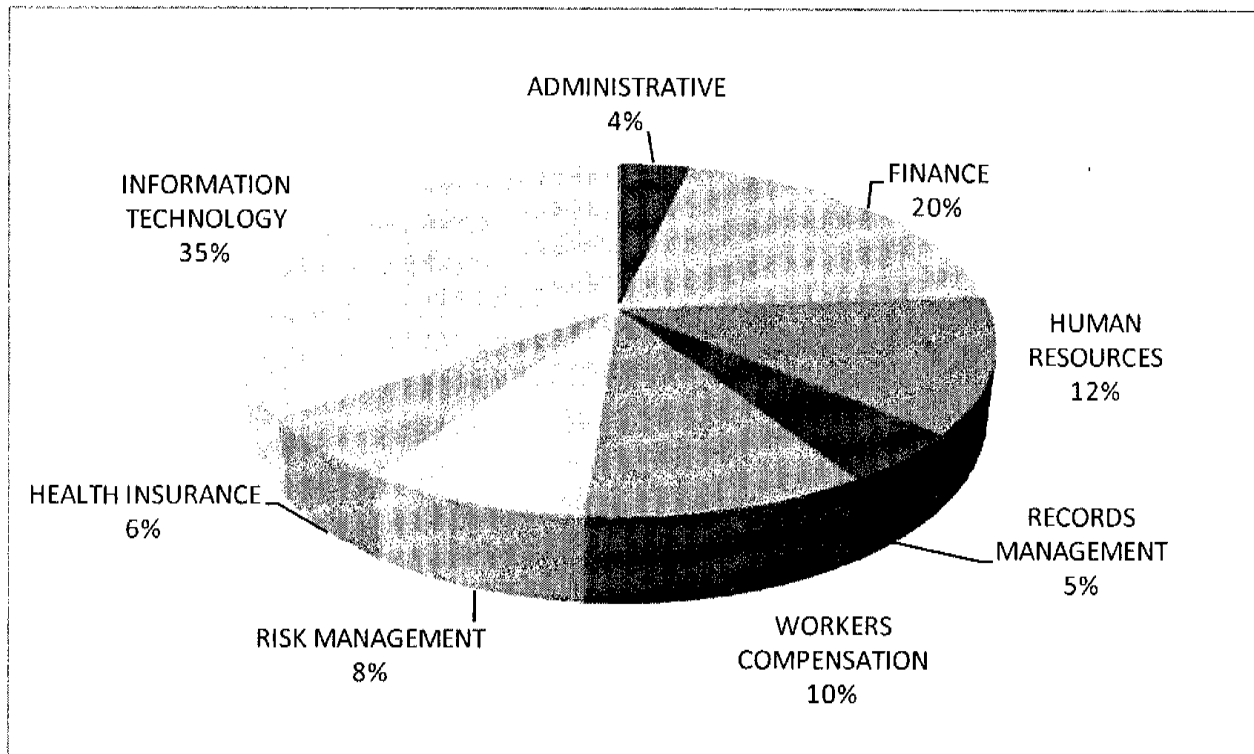


ADMINISTRATIVE SERVICES

PROGRAM: ADMINISTRATIVE SERVICES
FUND: VARIOUS
PROGRAM GROUP: ADMINISTRATIVE SERVICES

SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$7,123,286	\$8,254,970	\$7,854,862	\$7,717,180
MAINTENANCE & OPERATIONS	8,449,883	8,612,741	9,433,373	9,308,442
CAPITAL OUTLAY	1,004,785	1,350,397	1,681,642	930,447
GRAND TOTAL	\$16,577,954	\$18,218,108	\$18,969,877	\$17,956,069
FULL TIME POSITIONS	69.00	69.00	69.50	68.00
HOURLY/FTE POSITIONS	2.25	2.50	2.50	3.00



PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: ADMINISTRATIVE SERVICES

ACCT NO. 0011110-12
and 0010810

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$425,191	\$445,797	\$419,238	\$364,457
MAINTENANCE & OPERATIONS	271,234	404,598	434,540	290,456
CAPITAL OUTLAY	29,554	0	0	0
GRAND TOTAL	\$725,979	\$850,395	\$853,778	\$654,913
FULL TIME POSITIONS	2.00	2.00	2.00	1.00
HOURLY/FTE POSITIONS	0.50	0.75	0.75	0.75

PROGRAM GROUP DESCRIPTION:

Administrative Services is dedicated to developing business systems that support the high level of performance demanded from all City departments. Creation of systems that improve and streamline business services provided to both internal and external customers, assuring the integrity and reliability of financial data, budgets and forecasts, and the creation of a highly dependable, flexible, responsive and secure information system are among the top priorities for the Administrative Services staff members. In the future, the challenge will be to accomplish these goals within a framework that balances the cost and benefits of each service.

KEY GOALS FOR 2009-10:

- The Deputy City Manager is responsible for assisting each department in the accomplishment of its goals. The Deputy City Manager's primary role is to remove roadblocks, coordinate department efforts, deal with competing priorities, assist with resource allocation, and provide leadership and support for Administrative Services staff.
- The Deputy City Manager is responsible for furthering leadership and employee development, workplace improvement, and communications through implementation and support of a number of programs designed to strengthen leadership skills, enhance employee knowledge, skills and abilities, and enhance the culture of the organization.
- As a member of project teams, the Deputy City Manager is responsible for the creation of financing programs that support the City's capital improvement efforts, including major road projects, water projects, parks, open space, and trails.
- As part of the Leadership Team, the Deputy City Manager is the spokesperson for Administrative Services issues with the top leadership of the City. With the other members of the Leadership Team, the Deputy City Manager is responsible for the creation of an organization that can achieve the Council's goals and vision.

SIGNIFICANT CHANGES:

- In an effort to reduce costs and full time staffing, Administrative Services has eliminated one position, an Administrative Secretary position, and is now filling support needs through sharing the resources available in Finance, Human Resources, Risk Management, and Information Technology.
- 0.5 full-time position in Information Technology is being moved to a part time position to more accurately present work performed.

PROGRAM: FINANCE
FUND: GENERAL/ENTERPRISE
PROGRAM GROUP: FINANCE

ACCT NO. 0011310

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$2,547,489	\$2,642,149	\$2,738,264	\$2,754,572
MAINTENANCE & OPERATIONS	951,701	1,457,558	880,788	842,336
CAPITAL OUTLAY	70,705	0	0	0
GRAND TOTAL	\$3,569,895	\$4,099,707	\$3,619,052	\$3,596,908
FULL TIME POSITIONS	28.00	28.00	28.00	28.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00
GENERAL FUND	\$3,037,751	\$3,508,893	\$2,978,991	\$2,919,271
WATER ENTERPRISE	376,401	396,764	416,039	440,464
STORM WATER	0	15,260	16,002	16,941
SOLID WASTE	0	15,260	16,002	16,941
SEWER ENTERPRISE	155,743	163,530	192,018	203,291
TOTAL FUNDING	\$3,569,895	\$4,099,707	\$3,619,052	\$3,596,908

MISSION STATEMENT:

Our mission is to ensure that the City of Carlsbad makes sound financial decisions by setting and implementing a strategic financial direction. We take pride in accomplishing this mission by maintaining individual and departmental credibility; working together as a team while respecting each other's differences; and consistently striving to go above and beyond expectations.

PROGRAM ACTIVITIES:

Long-Range Financial Planning and Budget Management

- Prepare ten-year operating forecasts incorporating various "what-if" scenarios to facilitate decision-making for the City Council and City departments.
- Prepare and monitor annual capital and operating budgets to allocate resources in a cost-effective manner in alignment with the City Council's goals.
- Perform bi-annual review of all City fees and annual cost allocation plan.

General Accounting and Reporting

- Accurately bill, collect, record, and report all City revenues including follow-up of delinquent accounts.
- Prepare checks for City employees and for service and commodity suppliers.
- Prepare and maintain finance records and documents in conformity with generally accepted accounting principles and applicable legal and contractual provisions.
- Prepare Comprehensive Annual Financial Report in conformity with generally accepted accounting principles.
- Provide the City Council and City management with timely monthly financial reports.
- Perform in-house internal control reviews as needed.

Assessment District/Community Facilities District (CFD) Administration

- Assist in evaluation and formation of new districts.
- Issue bonds for capital projects when required. Pay debt service and provide continuing disclosure information.
- Provide administration of CFDs and assessment districts as required by formation documents and State law.

Purchasing

- Issue and manage formal bid and quotation processes.
- Track and renew annual commodity and service contracts and joint agency contracts.
- Assist City departments in the creation and administration of contracts.

PROGRAM: FINANCE
FUND: GENERAL/ENTERPRISE
PROGRAM GROUP: FINANCE

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ACCT NO. 0011310

PROGRAM ACTIVITIES (continued):

Receiving, Messenger, and Mail Services

- Act as shipping and receiving for the Faraday Administration Center.
- Direct disposal of surplus and lost/unclaimed property.
- Collect outgoing City mail and apply postage.
- Sort and distribute all incoming City mail.

WORKLOAD AND PERFORMANCE INDICATORS:

	FY 2006	FY 2007	FY 2008
• Average number of days to issue Monthly Financial Status Report	10.3	11.6	12
• Awards received for CAFR	GFOA	GFOA	Pending
• Awards received for Annual Budget	CSMFO Excellence in Operational Budget & Public Communications and Most Distinguished Budget Cover	CSMFO Excellence in Operational Budget & Public Communications	CSMFO Excellence in Operational Budget & Public Communications
• Number of business licenses processed	8,955	8,926	9,405
• Number of account payable checks processed	15,315	14,538	15,301
• Number of payroll checks issued	6,473	6,379	5,494
• Number of electronic payroll checks issued	18,495	20,420	21,196
• Outstanding debt issues administered	\$117 million	\$131 million	\$162 million
• Number of purchase orders issued	1,411	1,501	1,570
• Dollar amount of purchase orders issued	\$126 million	\$105 million	\$105 million
• Pieces of mail processed	174,282	164,919	158,328

KEY GOALS FOR 2009-10:

Financial Health

- Continue to monitor the economy and the impact to the 10 Year Financial Forecast to ensure the General Fund remains in balance.
- Implement Council Policy 74 -- General Fund Reserve Guidelines approved by the City Council April 2008.
- Partner with Economic Development Program in developing an economic strategic plan to document the current economic conditions within the City of Carlsbad and develop action plans and opportunities for improved economic sustainability in the future.
- Continue to audit internal operations of the City as well as external vendors as appropriate.
- Partner with the Carlsbad Municipal Water District in implementing a new rate structure including drought rates and incorporating the revised rate structure into the Utility Billing System.

SIGNIFICANT CHANGES:

- None

PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES

ACCT NO. 0011510 THRU 0011550

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,043,148	\$1,179,041	\$1,115,367	\$1,121,291
MAINTENANCE & OPERATIONS	1,096,534	1,106,719	1,403,464	1,122,364
CAPITAL OUTLAY	1,403	0	0	0
GRAND TOTAL	\$2,141,085	\$2,285,760	\$2,518,831	\$2,243,655
FULL TIME POSITIONS	9.00	9.00	9.00	9.15
HOURLY/FTE POSITIONS	0.75	0.75	0.75	0.75

MISSION STATEMENT:

People are our priority...We take care of the people who take care of Carlsbad.

PROGRAM ACTIVITIES:

Staffing, Recruitment, Selection:

- Proactively manage city staffing in alignment with city financial goals.
- Assist departments in job design/redesign efforts to facilitate restructuring and efficiency initiatives.
- Proactively plan and schedule recruitment efforts for anticipated key vacancies in FY 09-10.
- Recruit and select exceptional employees.
- Implement technologies to streamline employment application and selections processes.

Employee Development:

- Provide employee development opportunities for city staff.
- Identify skill gaps in the workforce and conduct targeted training.
- Create development tracks for specific employee groups. Focus in the areas of business acumen, project management, performance management and accountability.
- Continue to provide leadership development programs including coaching, assessment tools, and educational resources.
- Obtain and implement a technology solution to efficiently manage and organize the City's employee development efforts.

Performance Management and Compensation:

- Increase the capability of supervisors to deliver constructive feedback to employees and manage performance.
- Conduct salary surveys to ensure city employee compensation is aligned with the local labor market.

Employee Relations/Labor Relations:

- Engage in monthly labor-management forum.
- Continue to service on city-wide communications committee.
- Provide resources and support for labor negotiations.

PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES

PAGE TWO

ACCT NO. 0011510 THRU 0011550

WORKLOAD STATISTICS:

<u>Measures for Recruitment*</u>	<u>FY 08-09</u>
Number of applicants processed	3134
Number of recruitments processed	32
Number of eligibles on employment list	717
Number of new hires	42
Number of promotions/transfers	25

*as of 4/28/2009

KEY ACHIEVEMENTS FOR 2008-09:

- Conducted comprehensive RFP and selection process for a Human Resources Information and Payroll System (HRIS).
- Responded to significant audit from CalPERS and implemented procedural changes to ensure future compliance.
- Re-engineered management goal system and trained management employees on new system.
- Implemented a succession planning and employee develop process for Police Department to ensure adequate pool of talent is available to promote personnel into leadership positions.
- Developed an annual training and development program to meet changing organizational needs.
- Implemented a process for Leadership Team to prioritize and manage hiring to meet changing economic climate.
- Researched retirement system options and communicated information to City Council, employees and the community.
- Formed committee with the Bargaining Unit representatives to research the benefits, costs, and design options of a City-sponsored Retirement Health Savings Plan.
- Implemented an hourly employee staffing process for the Library that can be used as a model for other City departments.

KEY GOALS FOR 2009-10:

- Labor Negotiations – CPOA & CFA
- HRIS Implementation
- Workforce Planning
- Leadership Development
- Employee development with focus on business acumen, project management, performance management and accountability.

SIGNIFICANT CHANGES:

- Due to the economic recession, the Employee Health Fair and Employee Appreciation Event have been eliminated, and executive recruiting will be performed in-house.
- Transfer of 0.15 of a full-time position from Worker's Compensation to Human Resources to better reflect the allocation of resources.

PROGRAM: RECORDS MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: RECORDS MANAGEMENT

ACCT NO. 0011610

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$707,984	\$710,202	\$693,222	\$718,947
MAINTENANCE & OPERATIONS	184,011	179,347	195,067	137,995
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$891,995	\$889,549	\$888,289	\$856,942
FULL TIME POSITIONS	8.00	8.00	8.00	8.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM DESCRIPTION:

The Records Management Department is responsible for developing and implementing city-wide records management and document management programs, and is tasked with maintaining City records in an identifiable and accessible manner to fulfill public, legal, and historical requirements for preservation and storage of information. The Records Management Department also provides staff support for the City Clerk.

PROGRAM ACTIVITIES:

Records Management

- Continue implementation of the Citywide Records Management Program and Document Management System (DMS).
- Maintain City records in an identifiable and accessible manner in fulfillment of public, legal, and historical requirements for preserving and storing information.

Administrative Support Activities

- Provide staff support for City Clerk functions such as elections, the Public Records Act, noticing, processing documents for recordation, and updating the Municipal Code.
- Assist the public and City staff by providing information such as minutes, agendas, ordinances, resolutions, deeds, and other critical documents.

KEY ACHIEVEMENTS FOR 2008-09:

- Continued implementation of the DMS Master Plan that included an audit of system security and accuracy, creating a training plan, and the analysis and design of Election documents and Fire Department records for inclusion in the system.
- Assisted Public Works in evaluating options for cost savings and improved methods for records scanning, retention, storage, and destruction.
- Completed microfiche migration project.
- Assisted PW Engineering with DMS design for scanning of project files.
- Assisted PW Administration with DMS re-design for scanning of insurance certificates.

KEY GOALS FOR 2009-10:

Top Quality Services

- Continue with implementation of the DMS Master Plan roles and responsibilities.
- Continue to educate key personnel on the use of the DMS, Electronic Records, Public Records Act, and Subpoena processing.
- Continue to provide resource information to organization via Intranet and the public via the Internet.
- Review and update Electronic Records policies and standards.
- Prepare Records Emergency Action Plan for responding to disasters.
- Analyze retention requirements for various types of contracts and agreements and identify option for elimination of paper documents.

SIGNIFICANT CHANGES:

- None

PROGRAM: WORKERS' COMPENSATION
FUND: SELF INSURANCE
PROGRAM GROUP: WORKERS' COMPENSATION

ACCT NO. 6111520

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$96,419	\$106,754	\$113,246	\$108,213
MAINTENANCE & OPERATIONS	1,187,781	1,708,079	1,713,849	1,727,650
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,284,200	\$1,814,833	\$1,827,095	\$1,835,863
FULL TIME POSITIONS	1.00	1.00	1.00	0.85
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

Workers' Compensation Claims and Administration

- This fund is utilized to provide payment for medical, indemnity, and defense expenses incurred as the result of occupational injuries and illnesses. It is also utilized to pay for related administrative and insurance expenses.

PERFORMANCE MEASURE:

- Average lost days per claim = 5.1 (for the period of 07/01/07 – 06/30/08).

KEY GOALS FOR 2009-10:

Top Quality Services

- Continue to improve systems to monitor lost days of work, share data with management, and make recommendations to reduce the number of days an employee is out of the workplace.

SIGNIFICANT CHANGES:

- Transfer of 0.15 of a full-time position from Worker's Compensation to Human Resources to better reflect the allocation of resources.

PROGRAM: RISK MANAGEMENT
FUND: GENERAL LIABILITY SELF-INSURANCE
PROGRAM GROUP: RISK MANAGEMENT

ACCT NO. 6121930

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$221,623	\$242,358	\$220,833	\$152,540
MAINTENANCE & OPERATIONS	2,017,313	737,690	1,432,029	1,307,271
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,238,936	\$980,048	\$1,652,862	\$1,459,811
FULL TIME POSITIONS	2.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

Risk Management administers the funding of the self-insured and insured portions of the program; manages the administration of property and general liability claims; works in conjunction with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters; and provides training for various departments to minimize the risk of future losses.

PROGRAM ACTIVITIES:

Litigation Management

- The fund is used for settlements, costs, and defense expenses incurred as the result of general liability claims against the City, and for related administration and insurance expenses. Risk Management works with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters in the areas of property, casualty, and general liability.

Insurance/Self-Insurance

- Directs the marketing, renewal, planning, and funding of the insured and self-funded portions of the program; administers the general liability self-insurance funds.

Claims Management

- Directs and administers the claims management program for property, casualty, and general liability.

Loss Prevention/Training

- Provides recommendations and training for various City departments to minimize the risk of loss.

KEY ACHIEVEMENTS FOR 2008-09:

Top-Quality Services

- Developed an inventory of City/CMWD/Redevelopment real estate. (Team Goal).
- Third year of 4-year goal to determine the feasibility of a Human Resources System (HRIS)(Team Goal).
- Addressed Public Works safety assessment findings and provided customized illness and injury prevention programs to PW Divisions (Team Goal).

KEY GOALS FOR 2009-10:

Top-Quality Services

- Select and begin implementation of a Human Resources Information System (HRIS).

SIGNIFICANT CHANGES:

- Risk Management is sharing an Administrative Secretary with the Information Technology Department and unfunding 0.5 of the position.

PROGRAM: SELF-INSURED BENEFITS
FUND: INTERNAL SERVICE
PROGRAM GROUP: SELF-INSURED BENEFITS

ACCT NO. 6131520

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$0	\$562,083	\$0	\$0
MAINTENANCE & OPERATIONS	793,414	840,672	996,405	1,044,791
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$793,414	\$1,402,755	\$996,405	\$1,044,791
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

- This fund is used to pay dental and life insurance premiums for all employees.

SIGNIFICANT CHANGES:

- None

PROGRAM: INFORMATION TECHNOLOGY
FUND: INTERNAL SERVICE
PROGRAM GROUP: INFORMATION TECHNOLOGY

ACCT NO. 6401710

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$2,081,432	\$2,366,586	\$2,554,692	\$2,497,160
MAINTENANCE & OPERATIONS	1,947,895	2,178,078	2,377,231	2,835,579
CAPITAL OUTLAY	903,123	1,350,397	1,681,642	930,447
GRAND TOTAL	\$4,932,450	\$5,895,061	\$6,613,565	\$6,263,186
FULL TIME POSITIONS	19.00	19.00	19.50	19.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.50

MISSION STATEMENT:

Provide resources that will support departments in the performance of work tasks through the effective use of technology.

PROGRAM ACTIVITIES:

Computer and Telecommunication Support Services

- Ensure that all City computers and the City's telecommunication network remain operational with minimum downtime.
- Guarantee availability and security of City network computer resources available to both staff and the public.
- Provide support for all standard City applications.
- Ensure that the City is receiving best value for technology goods and services provided by outside vendors.
- Provide the necessary support for all telephone and data communication equipment.

New Systems Support

- Meet the information needs of the users and encourage the appropriate use of computers and communication technology to increase productivity and enhance communication.
- Enhance the City's Internet site for improved communication with residents, business and visitors.
- Enhance and support the new web-enabled City-wide financial system.

WORKLOAD STATISTICS:

IT Help Desk Services

Total number of help tickets opened for the year
Average number of help tickets opened per month
Percent of urgent priority resolved within 1 hour
Percent of high priority calls resolved within 3 hours
Percent of requests resolved in one on-site visit
Percentage of employees rating IT services as good to excellent

FY 2008

7,120
593
83%
90%
79%
88%

KEY ACHIEVEMENTS FOR 2008-09:

- Began the modernization of the City's technology infrastructure through implementation of new network switches, remote access devices and staff and public wireless at all major City facilities. This will provide the foundation for future technology enhancements and capabilities for the City of Carlsbad.
- Developed the first data mart for the Public Works Maintenance and Operations division that focused on water rates and usage data. The data mart, using a business intelligence approach, will integrate and depict data in new and more meaningful ways. The water rate and usage data is able to extract from multiple systems and load into a central location to serve the needs of a specific group. The goal was to provide precise information to users in a timely manner to facilitate accurate decisions.

KEY ACHIEVEMENTS FOR 2008-09 (continued):

- Increased citizen access to City services and information by developing and deploying a new City Internet site. This new site will be consistent with the newly created graphical design and navigation framework to better serve the residents, businesses and visitors. The new site will also include content management tools to enable City staff to easily maintain their area specific content.
- Improved the use of software and information systems used by City staff. Implemented Microsoft Collaboration Services - this includes Outlook email, Live Meeting and SharePoint. Additionally, by providing these services through a hosted environment, costs have been reduced and IT staff time can be devoted to strategic initiatives.
- Further refined the City-wide multi-year Strategic Technology Road Map. The Road Map brings together people, information and technology to create a plan showing how resources should work together to support the business of the City.
- In conjunction with Human Resources and Risk Management staff, conducted a needs analysis for a Human Resources Information System (HRIS). An effective HRIS can manage all employee information such as name, department, job title, salary, salary history, position history, training, benefits selected and more. The goal of HR technology is the help HR professionals get their daily business done quickly so they can focus their time on more strategic or consultative work. A vendor was chosen, and the product / solution are set to go before the Leadership Team for review in early FY 09/10.
- With the use of an outside security firm, completed a City-wide security audit on a broad range of computer network security issues. The audit provides a comprehensive report on current status as well as a future strategic plan to improve the security of our systems and information. Information from this audit allowed the Information Technology and Finance Departments to deploy a web-based bill pay system for Utility Billing.
- In conjunction with staff from the Developmental Services areas, established an information system plan to leverage technology to optimize development services processes, ensuring an information system that is reliable, predictable, and fast.

KEY GOALS FOR 2009-10:

Expand the Business Intelligence Data Warehouse program which combines and transforms information from disparate sources and makes that information directly accessible. This will reduce the need for IT to write many reports that are often used to address a onetime and immediate query. More accessible information enables City Staff to more readily explore opportunities, create strategies, and conduct analysis which can assist in their decision making abilities.

Further the modernization of the city's network infrastructure. This initiative focuses on network/web infrastructure replacements, upgrades and improvements that began in FY 2008-09. This effort includes continued implementation of security infrastructure and practices identified in the security roadmap defined in the FY 2007-08 security audit; and operational efficiencies to be gained through desktop virtualization. Just as virtualization of our network servers has increased utilization and efficiencies in the data center, desktop virtualization has even a greater potential to reduce hard costs, support costs and increase user flexibility.

With a newly implemented city Web site, built upon a strong, scalable and multi-use platform, the City is positioned to more easily provide additional online services and access to information to our constituents. Consistent with the E-Government Act of 2002, the Web site supports many citizen facing and efficiency improvement initiatives the City seeks to employ. In general, the e-government initiative will promote use of the internet and other information technologies to provide increased opportunities for citizen participation in Government; and at the same time improve the ability of the City to achieve agency missions and program performance goals.

To cope with today's always connected business environment, we need to equip staff with the tools they need to focus on their work. Employees can produce work more efficiently, work together in teams from different locations to arrive at business critical insights, forge better relationships with customers and partners, and effectively manage unexpected situations as business conditions change. Enabling this kind of productivity requires a strategic approach to collaboration - one where we streamline our operational environment and reduce the number of point collaboration solutions used. Our goal is to implement a single, scalable technology to provide city staff integrated communications, collaborative workspaces, access to information and people, and automated workflow processes.

PROGRAM GROUP: INFORMATION TECHNOLOGY
FUND: INTERNAL SERVICE
PROGRAM GROUP: INFORMATION TECHNOLOGY

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ACCT NO. 6401710

SIGNIFICANT CHANGES:

- Information Technology is sharing an Administrative Secretary with the Risk Management Department and unfunding 0.5 of the position.
- A vacant part-time desktop support position is not being filled.
- A 0.5 full-time position is being moved to hourly to better reflect actual work.

PROGRAM: MISCELLANEOUS NON-DEPARTMENTAL

ACCT NO. 001-VARIOUS

GENERAL FUND	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 ADOPTED BUDGET
Miscellaneous Non-Departmental Expenditures				
Beach Parking	\$0	\$1,625	\$36,000	\$36,000
Community Contributions	33,714	45,000	0	0
Disaster Preparedness	1,270,956	595,957	0	0
Dues and Subscriptions	54,749	52,904	66,900	73,800
Legal Services	117,087	246,666	200,000	160,000
Management Incentive Pay *	0	0	254,000	0
Miscellaneous Expenditures **	4,887,960	29,333	50,000	50,000
Personnel Savings	0	0	0	(800,000)
Property Tax and Other Administration	453,875	426,282	490,700	565,000
Total Miscellaneous Non-Departmental Expenditures	6,818,341	1,397,767	1,097,600	84,800
Transfers				
Hosp Grove Debt Service	275,000	275,000	90,000	0
Infrastructure Replacement Fund	7,200,000	7,900,000	7,550,000	6,538,000
Miscellaneous Transfers Out	0	10,850,000	0	0
Transfer to Storm Water Program	0	138,800	0	177,000
Total General Fund Transfers	7,475,000	19,163,800	7,640,000	6,715,000
Total General Fund Non-Departmental	\$14,293,341	\$20,561,567	\$8,737,600	\$6,799,800
Council Contingencies				
Contingencies (Adopted budget)	0	0	1,300,000	500,000
GENERAL FUND TOTAL	\$14,293,341	\$20,561,567	\$10,037,600	\$7,299,800
CARLSBAD COMMUNITY CONTRIBUTIONS FUND				
Community Activity Grants	\$30,000	\$30,000	\$40,000	\$40,000

* Actual expenditures for Management Incentive Pay are reflected within the individual departments.

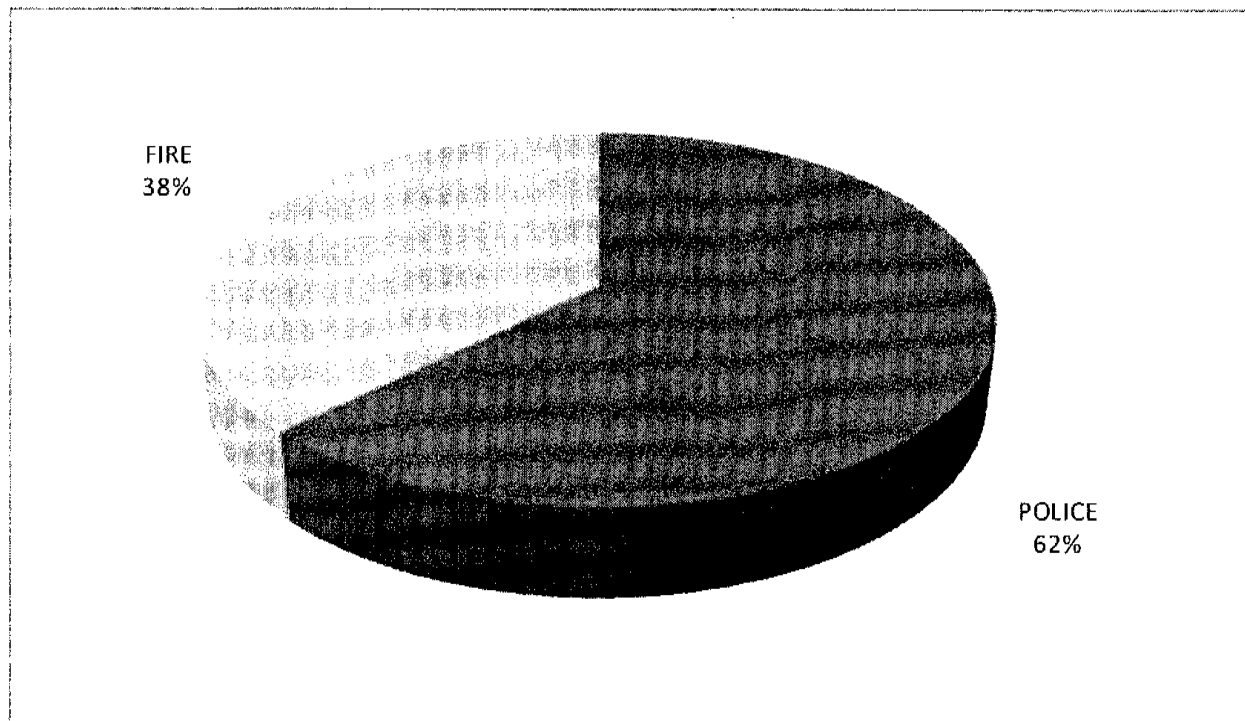
** In Fiscal Year 2006-07 the City set aside funding of \$4,807,620 for a Retiree Health Care Trust fund.



PROGRAM: PUBLIC SAFETY
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$31,907,068	\$34,907,465	\$35,242,564	\$35,844,390
MAINTENANCE & OPERATIONS	7,276,424	7,928,772	8,857,419	8,801,097
CAPITAL OUTLAY	758,395	882,267	328,000	42,000
GRAND TOTAL	\$39,941,887	\$43,718,504	\$44,427,983	\$44,687,487
FULL TIME POSITIONS	244.75	250.75	250.75	250.75
HOURLY/FTE POSITIONS	7.51	7.01	4.00	4.00



PROGRAM: POLICE
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: POLICE

SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$19,437,628	\$21,129,407	\$21,673,589	\$22,341,791
MAINTENANCE & OPERATIONS	4,820,564	4,944,352	5,598,129	5,541,087
CAPITAL OUTLAY	563,874	211,241	253,500	42,000
GRAND TOTAL	\$24,822,066	\$26,285,000	\$27,525,218	\$27,924,878
FULL TIME POSITIONS	157.00	162.00	162.00	162.00
HOURLY/FTE POSITIONS	6.34	5.84	2.83	2.83

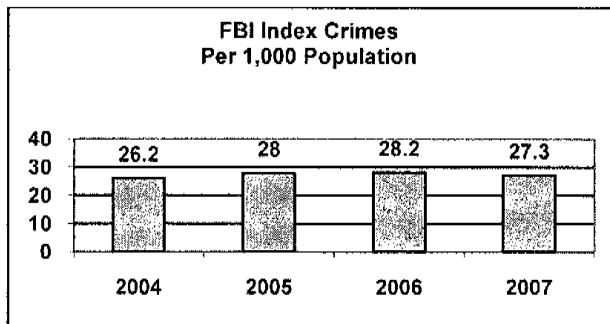
MISSION STATEMENT

With a commitment to professional excellence, the members of the Carlsbad Police Department provide quality service to the community to ensure the preservation of life and property and the maintenance of law and order. In doing so, we protect the rights of all persons; we strive to treat every person with respect, dignity, and compassion; we hold ourselves to the highest ethical and professional standards of conduct; we are committed to personal integrity, common purpose and support of each other as essentials to an effective and productive work environment; and we provide leadership in our profession as an example for all law enforcement and to guarantee the best possible service to our citizens.

PERFORMANCE/WORKLOAD MEASURES:

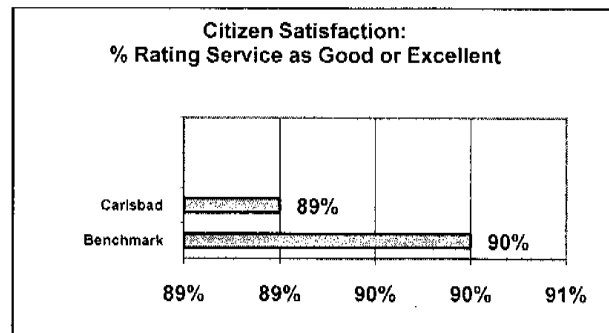
2008 Citizen Satisfaction

In an effort to provide the best service possible to the community, the Carlsbad Police Department has been surveying victims of crime since 1991. This survey helps the department measure satisfaction and obtains feedback from citizens who have had contact with our department. Over 6,000 responses have been received to date.



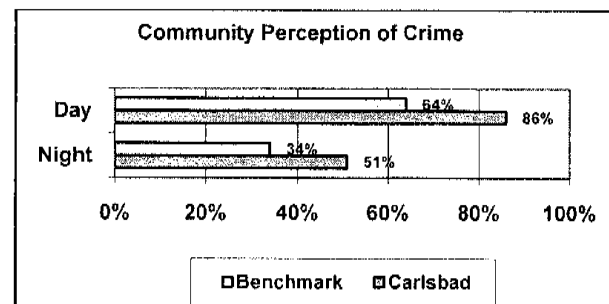
Community Perception of Crime

The Police Department measures citizens' perceptions of crime by asking, "How safe do you feel walking alone in your neighborhood?" The percent responding "very safe" is reflected in the chart to the right.



Crime

The Police Department measures crime with the FBI index crimes. FBI Index crimes include homicide, rape, robbery, aggravated assault, burglary, larceny/theft, and motor vehicle theft.



PROGRAM: POLICE
FUND: GENERAL
PROGRAM GROUP: POLICE

PAGE TWO

SUMMARY

KEY ACHIEVEMENTS FOR 2008-09:

- Enhanced customer service and support of effective criminal prosecution through the development of new property and evidence tracking system.
- Developed a targeted public information campaign and enhance the police website to improve public communications.
- Developed plans to implement a new, secure digital evidence system to support effective criminal prosecution.
- Improve safety and security at City facilities by developing tactical action plans for high priority city facilities.
- Continued to develop plans for a replacement police shooting range.
- Continued to improve City-wide response to critical incidents and disasters.
- Developed a plan for monitoring and emergency response for Carlsbad's trails.
- Prepared an emergency plan for public safety response to a critical incident at special events.
- Continued to develop plans for replacement police shooting range.

KEY GOALS FOR 2009-10:

- Implement secure digital evidence system to support effective criminal prosecution.
- Update school safety plans for local schools.
- Continue to develop plans for a replacement police shooting range.
- Replace computer-aided dispatch call recorder.
- Develop enhanced management information reports from computer-aided dispatch system to improve deployment and response time.

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012110

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$592,577	\$637,176	\$644,103	\$648,679
MAINTENANCE & OPERATIONS	1,068,074	656,869	682,289	708,856
CAPITAL OUTLAY	164,012	5,705	0	0
GRAND TOTAL	\$1,824,663	\$1,299,750	\$1,326,392	\$1,357,535
FULL TIME POSITIONS	4.00	4.00	5.00	5.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Develop and administer functions and programs that support the City's and the Police Department's statement of values in a manner responsive to the City and its citizens. Provide leadership and support to department divisions. Establish policies and long-range plans to meet department goals and City needs.

PROGRAM ACTIVITIES:

Service Programs

- Develop and manage programs that reduce crime, encourage citizen participation, and improve community safety.

Organization

- Assist staff with individual and group development.

Division Support

- Provide support to divisions to assist with meeting goals.

Leadership

- Provide department staff with the knowledge and training necessary to carry out the department's mission.

SIGNIFICANT CHANGES:

- None

PROGRAM: FIELD OPERATIONS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012120

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$8,346,090	\$9,058,616	\$9,247,171	\$9,551,488
MAINTENANCE & OPERATIONS	1,095,038	1,299,036	1,550,596	1,557,160
CAPITAL OUTLAY	189,081	87,615	0	0
GRAND TOTAL	\$9,630,209	\$10,445,267	\$10,797,767	\$11,108,648
FULL TIME POSITIONS	69.00	70.00	66.00	66.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Respond to calls for service and provide emergency services, preventative patrol, traffic enforcement, and special enforcement to the community. Enforce laws and ordinances, preserve the peace, and provide for the protection of life and property through proactive programs of enforcement and prevention.

PROGRAM ACTIVITIES:

Calls for Service

- Respond to calls for emergency and non-emergency services.
- Investigate crimes.
- Enforce laws and ordinances.

Reports

- Take reports including crime, arrest, collisions, incident, citation, and field interview.

Response Time

- Respond to priority one calls in less than six minutes.

WORKLOAD STATISTICS:

	<u>CY2004</u>	<u>CY2005</u>	<u>CY2006</u>	<u>CY2007</u>	<u>CY2008</u>
Police Activities/Calls for Service	73,667	74,546	87,213	94,126	94,492
Cases	9,525	10,059	11,178	11,259	10,309

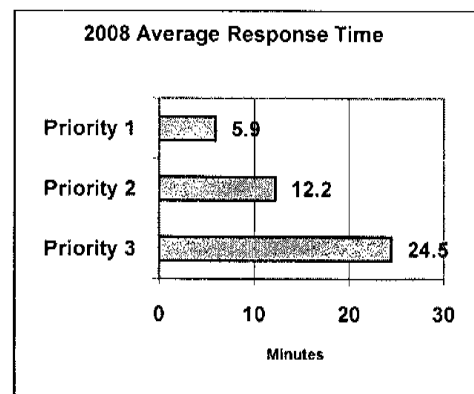
PERFORMANCE/WORKLOAD MEASURES:

2007 Average Response Times

Priority one calls are those in which there is an immediate threat to life or property. Our goal is to respond to all priority one calls in an average of six minutes or less. Priority one calls were three percent of our total call volume in 2007. Priority two (urgent calls) and priority three (calls for reports) made up 83 percent of our total call volume. The remaining 14 percent were priority four calls.

SIGNIFICANT CHANGES:

- None



PROGRAM: COMMUNITY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012119, 2121-23, 2125,
 2129, 2142, 2146

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$2,319,523	\$2,643,237	\$2,735,009	\$2,830,947
MAINTENANCE & OPERATIONS	292,457	458,988	535,890	525,622
CAPITAL OUTLAY	22,504	94,689	0	0
GRAND TOTAL	\$2,634,484	\$3,196,914	\$3,270,899	\$3,356,569
FULL TIME POSITIONS	15.00	17.00	20.00	20.00
HOURLY/FTE POSITIONS	3.01	3.01	0.00	0.00

WORK PROGRAM:

The Community Services division includes the following programs:

Traffic

- Provide traffic enforcement as a means of reducing collisions and hazardous violations in the community. Provide accident investigation and traffic safety programs to make the streets and highways safer.

Volunteer Program

- Provide support to the members of the Police Department and help enhance community safety and security through education and crime prevention.

Reserve Program

- Provide assistance to the patrol and traffic functions, as well as other divisions within the department by assignment as transport, cover, or working with officers.

Lagoon Patrol

- Maintain order in and around Agua Hedionda Lagoon. Provide general coverage and respond to concerns involving Agua Hedionda and the other City lagoons.

Crime Prevention

- Help improve the quality of life for Carlsbad citizens through crime prevention awareness and education, and help reduce the fear of crime through the dissemination of information.

Community Policing

- Help improve the quality of life for citizens facing recurrent policing problems.

Explorer Program

- Provide volunteer opportunities for youth interested in careers in law enforcement.

PROGRAM ACTIVITIES:

Traffic

- Maintain a high profile of traffic enforcement in order to reduce traffic collisions City-wide.
- Conduct accident investigations to document location, time, and cause of traffic collisions in order to provide targeted traffic enforcement.
- Provide data for traffic engineering.

PROGRAM: COMMUNITY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

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ACCT NO. 0012119, 2121-23, 2125,
2129, 2142, 2146

PROGRAM ACTIVITIES (continued):

Senior Volunteer Patrol

- Conduct crime prevention patrols.
- Assist with traffic control and special events.
- Conduct education activities in the community.
- Provide regular contact for homebound citizens.

In-House Volunteers

- Provide general clerical assistance.
- Provide data entry assistance.
- Contact crime victims.
- Provide assistance with special assignments and projects.

Reserves

- Provide special detail assistance to all divisions of the Police Department.
- Provide service to the spring and fall fairs, Oktoberfest, marathon, and other special events.
- Provide assistance with follow-up and special investigations for traffic officers and detectives.

Lagoon Patrol

- Enforce boating regulations.
- Monitor recreational boating operation on Agua Hedionda Lagoon.
- Patrol lagoon, trail, and park areas.
- Assist stranded boaters on Aqua Hedionda Lagoon.

Crime Prevention

- Target all groups within the community including crime victims, and utilize community forums, surveys, media, newsletters, and direct mailings.
- Create and implement education and awareness programs that reduce the threat of crime and enhance safety and security.

WORKLOAD STATISTICS:

	<u>CY2004</u>	<u>CY2005</u>	<u>CY2006</u>	<u>CY2007</u>	<u>CY2008</u>
Injury collisions per 1,000 population	4.2	3.8	3.9	4.2	3.7
Number of volunteer hours contributed	13,284	13,403	17,198	20,000	20,000
Number of Crime Prevention Programs/Services for citizens	677	743	888	965	1,062

SIGNIFICANT CHANGES:

- None

PROGRAM: CANINE
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012124

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$562,364	\$603,907	\$597,591	\$628,469
MAINTENANCE & OPERATIONS	135,233	156,055	134,684	108,440
CAPITAL OUTLAY	10,465	0	0	0
GRAND TOTAL	\$708,062	\$759,962	\$732,275	\$736,909
FULL TIME POSITIONS	4.00	4.00	4.00	4.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Augment patrol officers in general law enforcement efforts to deter crime. Enhance department's ability to locate hidden suspects while providing greater officer safety through the use of trained police dogs.

PROGRAM ACTIVITIES:

- Enforce laws throughout the City.
- Provide canine coverage on each patrol watch.
- Provide canine demonstrations to schools and civic groups throughout the year to show the capabilities of police canine teams.

SIGNIFICANT CHANGES:

- None

PROGRAM: INVESTIGATIONS/FIELD EVIDENCE
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012126-2128, 2130, 2136

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,998,830	\$2,097,810	\$2,086,014	\$2,207,462
MAINTENANCE & OPERATIONS	321,774	329,300	314,697	307,876
CAPITAL OUTLAY	107,142	2,707	0	0
GRAND TOTAL	\$2,427,746	\$2,429,817	\$2,400,711	\$2,515,338
FULL TIME POSITIONS	14.00	12.00	13.00	13.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00

WORK PROGRAM:

Investigations

Provide follow-up investigations leading to the identification and apprehension of persons responsible for the commission of crimes. Provide coordination of the criminal justice process; recover stolen property; process property and evidence.

Violent Crimes Unit

Provide follow-up investigations leading to the identification and apprehension of persons responsible for the commission of violent crimes.

Field Evidence

Collect and process evidence collected in the field by police employees. Evidence may include fingerprints, photographs, plaster casting, bodily fluids, and other items.

Special Events Overtime

Provide traffic and crowd control at various special events throughout the City.

Tactical Response Team

Assist in the preservation of all life and ensure a safe resolution to critical incidents such as barricaded suspects and armed threats. Serve high-risk search warrants. Ensure the immediate ability of advanced lifesaving treatment to any injured persons with specially trained fire department paramedics. Program activities include:

- Conduct monthly training for team members
- Respond to critical incidents
- Serve high-risk search warrants

Crisis Negotiation Team

The team's responsibilities consist of:

- Negotiate with suicidal, barricaded and hostage taking subjects for a safe and timely resolution Provide Intelligence information to the command staff and the Tactical Response Team
- Evaluate tactical operations and providing liability related input to command staff

WORKLOAD STATISTICS:

	<u>CY2004</u>	<u>CY2005</u>	<u>CY2006</u>	<u>CY2007</u>	<u>CY2008</u>
Violent Crime Clearance Rate	69%	49%	42%	41%	49%
Property Crime Clearance Rate	26%	21%	16%	10%	21%
Property Recovery Rate	36%	23%	31%	20%	17%

SIGNIFICANT CHANGES:

- None

PROGRAM: VICE/NARCOTICS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012131

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$603,086	\$633,471	\$634,958	\$659,079
MAINTENANCE & OPERATIONS	76,630	81,853	84,081	84,241
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$679,716	\$715,324	\$719,039	\$743,320
FULL TIME POSITIONS	4.00	4.00	4.00	4.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Enforce the laws relating to vice and narcotics violations. Identify and assist in the prosecution of those responsible for the use, distribution, sales, and proliferation of illegal drugs in the community. Identify and arrest those responsible for the violation of laws concerning prostitution, gambling, liquor laws, and other illegal activities.

SIGNIFICANT CHANGES:

- None

PROGRAM: YOUTH/SCHOOL PROGRAMS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012132, 2141, 2143

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$607,113	\$627,945	\$646,949	\$659,684
MAINTENANCE & OPERATIONS	77,646	76,715	77,965	75,770
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$684,759	\$704,660	\$724,914	\$735,454
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	0.33	0.33	0.33	0.33

WORK PROGRAM:

Police School Resource Officers

Maintain order in and around schools to deter crime through enforcement and to create a positive interaction among students, citizens, and educators.

Juvenile Diversion

Provide juvenile diversion services and programs to all age levels of youth within the City of Carlsbad, both delinquent and pre-delinquent, and within and prior to the criminal justice system.

PROGRAM ACTIVITIES:

Police School Resource Officers

- Maintain order and enforce laws on school campuses located within the City of Carlsbad.
- Educate staff and students regarding laws pertaining to schools, child abuse, and law enforcement in general.
- Conduct follow-up investigations on juvenile and school-related crime.
- Serve as a resource for school safety preparedness.

SIGNIFICANT CHANGES:

- None

PROGRAM: PROPERTY AND EVIDENCE/RECORDS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012133, 2145

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$496,588	\$535,320	\$608,468	\$596,350
MAINTENANCE & OPERATIONS	49,025	46,452	59,267	56,697
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$545,613	\$581,772	\$667,735	\$653,047
FULL TIME POSITIONS	7.00	8.00	8.00	8.00
HOURLY/FTE POSITIONS	0.50	0.50	0.50	0.50

WORK PROGRAM:

Property and Evidence

Responsible for the processing, retention, disposal, and security of all property and evidence obtained or seized by the department.

Records

Provide processing, filing, and maintenance of all department law enforcement official records; responsible for data entry into the ARJIS countywide system and statewide system for the purpose of reporting crime information; responsible for public reception, information, fingerprinting services and general access to the department for the public.

PROGRAM ACTIVITIES:

Property and Evidence

- Physically maintain and accurately track all property and evidence.
- Return property to lawful owners.
- Dispose of property according to law.

Records

- Process Police records including arrests, crime cases, citations, traffic collisions, and incident reports.
- Perform data entry on same.
- Interact with public and other government/law enforcement agencies.
- Prepare reports for release according to law.
- Provide statistical data to State of California.

WORKLOAD STATISTICS:

	<u>CY2004</u>	<u>CY2005</u>	<u>CY2006</u>	<u>CY2007</u>	<u>CY2008</u>
Police Cases	9,525	10,059	11,178	11,259	10,309

SIGNIFICANT CHANGES:

- None

PROGRAM: FAMILY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012134

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$650,067	\$759,821	\$802,204	\$826,577
MAINTENANCE & OPERATIONS	34,824	34,771	35,028	39,588
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$684,891	\$794,592	\$837,232	\$866,165
FULL TIME POSITIONS	4.00	6.00	6.00	6.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Provide follow-up investigation leading to the identification and apprehension of persons responsible for the commission of crimes relating to juvenile offenders, juvenile victims, and domestic violence incidents. Provide coordination of the criminal justice process as it relates to prevention, education, diversion, and enforcement.

PROGRAM ACTIVITIES:

- Investigate and follow up on crime and incident reports as they relate to all phases of the family.
- Assist in the coordination of diversion, prevention, and education activities offered by the department such as GUIDE, Juvenile Justice Panel, parenting skills classes, activities for children after school, and mentoring at-risk youth.

SIGNIFICANT CHANGES:

- None

PROGRAM: **TASK FORCE**
FUND: **GENERAL**
PROGRAM GROUP: **POLICE**

ACCT NO. 0012135

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$507,349	\$540,401	\$539,149	\$575,221
MAINTENANCE & OPERATIONS	49,999	69,354	67,201	69,641
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$557,348	\$609,755	\$606,350	\$644,862
FULL TIME POSITIONS	4.00	4.00	4.00	4.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Participate in specialized regional crime-fighting task forces including North County Gang Task Force, Regional Auto Theft Task Force, Narcotics Task Force, and ID Theft Task Force.

SIGNIFICANT CHANGES:

- None

PROGRAM: SUPPORT OPERATIONS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012140

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$812,083	\$875,730	\$836,424	\$860,317
MAINTENANCE & OPERATIONS	1,364,060	1,540,183	1,859,096	1,835,619
CAPITAL OUTLAY	0	20,525	0	0
GRAND TOTAL	\$2,176,143	\$2,436,438	\$2,695,520	\$2,695,936
FULL TIME POSITIONS	6.00	7.00	6.00	6.00
HOURLY/FTE POSITIONS	1.00	0.50	0.50	0.50

WORK PROGRAM:

Provide support to the Police Department in the form of training, automated systems coordination, internal affairs, and personnel recruitment and hiring.

PROGRAM ACTIVITIES:

- Coordinate all department training.
- Recruit new employees.
- Organize testing programs and conduct POST mandated pre-employment investigations.
- Investigate citizen complaints.
- Maintain and develop the department's automated systems such as CAD, ARJIS, and the microcomputer network.
- Implement/install new technology.

SIGNIFICANT CHANGES:

- None

PROGRAM: COMMUNICATIONS CENTER
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012144

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,813,126	\$1,937,478	\$2,057,177	\$2,127,908
MAINTENANCE & OPERATIONS	131,575	135,222	135,245	169,307
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,944,701	\$2,072,700	\$2,192,422	\$2,297,215
FULL TIME POSITIONS	19.00	19.00	19.00	19.00
HOURLY/FTE POSITIONS	0.50	0.50	0.50	0.50

WORK PROGRAM:

Provide public safety communications including answering 9-1-1 and other calls and dispatching appropriate emergency personnel.

PROGRAM ACTIVITIES:

Provide routine and emergency public safety communications service.

WORKLOAD STATISTICS:

	<u>CY2005</u>	<u>CY2006</u>	<u>CY2007</u>	<u>CY2008</u>
Police Activities	74,546	87,213	94,126	94,492
9-1-1 calls	20,448 ¹	24,971	27,670	27,049
Total Phone Calls	193,136 ¹	188,870	187,443	179,165

SIGNIFICANT CHANGES:

- None

¹ Increase in calls due to addition of cellular 9-1-1 calls.

PROGRAM: POLICE ASSET FORFEITURE
FUND: ASSET FORFEITURE
PROGRAM GROUP: POLICE

ACCT NO. 1212110, 1222110

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	103,028	28,531	60,000	0
CAPITAL OUTLAY	49,825	0	253,500	42,000
GRAND TOTAL	\$152,853	\$28,531	\$313,500	\$42,000
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The City of Carlsbad periodically receives forfeited funds and assets as a result of the Police Department's narcotics enforcement efforts. These funds are restricted by statute for use by the Police Department only and cannot be used to supplant existing budgets.

SIGNIFICANT CHANGES:

- Digital evidence camera kits are proposed to be purchased in FY 2009-10.

PROGRAM: CITIZENS OPTION FOR PUBLIC SAFETY
FUND: COPS GRANT
PROGRAM GROUP: POLICE

ACCT NO. 123XXX

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$128,832	\$178,495	\$238,372	\$169,610
MAINTENANCE & OPERATIONS	2,248	2,813	2,090	2,270
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$131,080	\$181,308	\$240,462	\$171,880
FULL TIME POSITIONS	2.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

This is the eleventh year the City has received funding from the Citizens Option for Public Safety (COPS) grant program. This program focuses on front-line police services.

PROGRAM ACTIVITIES:

- Identify problems and causes.
- Develop short-term and long-term solutions.
- Work in cooperation with citizens, community groups and other agencies.

SIGNIFICANT CHANGES:

- None

PROGRAM: POLICE GRANTS
FUND: SPECIAL REVENUE
PROGRAM GROUP: POLICE

ACCT NO. 124-125XXX

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	18,953	28,210	0	0
CAPITAL OUTLAY	20,845	0	0	0
GRAND TOTAL	\$39,798	\$28,210	\$0	\$0
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Local Law Enforcement Block Grant (LLEBG) program is funded through the Department of Justice. These are one-time funds to be used only to enhance, and not replace, law enforcement budgets within specific program areas. A 10% cash match is required.

The California Law Enforcement Equipment Program (CLEEP) provides one-time funds that can be used only to enhance, not replace, law enforcement budgets for the purchase of high-technology equipment.

SIGNIFICANT CHANGES:

- None

PROGRAM: FIRE
FUND: GENERAL
PROGRAM GROUP: FIRE

SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$12,469,440	\$13,778,058	\$13,568,975	\$13,502,599
MAINTENANCE & OPERATIONS	2,455,860	2,984,420	3,259,290	3,260,010
CAPITAL OUTLAY	194,521	671,026	74,500	0
GRAND TOTAL	\$15,119,821	\$17,433,504	\$16,902,765	\$16,762,609
FULL TIME POSITIONS	87.75	88.75	88.75	88.75
HOURLY/FTE POSITIONS	1.17	1.17	1.17	1.17

PROGRAM GROUP DESCRIPTION:

The Fire Department's mission is to enhance the quality of life in our community by delivering exceptional services in safeguarding lives, property, and our environment. We measure our success in accomplishing our mission through customer surveys, comparative analysis, operational effectiveness, and goal accomplishment.

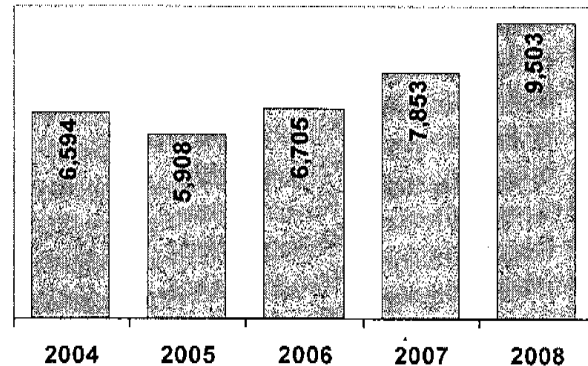
WORKLOAD STATISTICS:

**Paramedic Satisfaction Survey
Percentage Good/Excellent**

Response Time	99%
Competence	96%
Courtesy	99%
Transportation	99%

(As rated on a five-point scale of
very poor, poor, fair, good, and excellent.)

Total Incidents By Year



Customer Service Ratings: The above chart shows our customer satisfaction level for emergency medical services for fiscal year 2007-08. The results show that our paramedics continue to live up to the department's standard for treating all patients, as we would want our own family treated.

Incidents & Response Times: The Fire Department reached the incident scene 85% of the time in eight minutes or less during the 2007-08 fiscal year. This did not achieve our goal of arriving on scene in eight minutes or less 90% of the time.

PROGRAM: FIRE
FUND: GENERAL
PROGRAM GROUP: FIRE

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SUMMARY

KEY ACHIEVEMENTS FOR 2008-09:

- Relocated and opened Fire Station No. 6 in the southeast section of the City.
- Continued design and development of the Joint First Responders Training Facility in conjunction with the Police Department and the Public Works Department.
- Began a Standards of Cover Study that analyzes Fire Department service delivery and makes recommendations for adoption of recognized national standards.
- Implemented the City of Carlsbad Community Emergency Response Team (CERT), conducting training and exercises for two graduating classes.
- Completed the integration of the Mobile Data Computer (MDC) Program in all first responder apparatus.

KEY GOALS FOR FY 2009-10

- Complete the Standards of Coverage Study, then analyze and review the Study recommendations with the City Council and implement approved changes.
- Continue design and development of the Joint First Responders Training Facility in conjunction with Police Department and the Public Works Department.
- Continue the City of Carlsbad Community Emergency Response Team (CERT) classes and maintain CERT readiness standards.

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012210

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$479,797	\$585,866	\$555,263	\$538,261
MAINTENANCE & OPERATIONS	436,257	579,145	418,231	279,135
CAPITAL OUTLAY	0	14,116	0	0
GRAND TOTAL	\$916,054	\$1,179,127	\$973,494	\$817,396
FULL TIME POSITIONS	3.75	4.75	3.75	3.75
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Administration Division coordinates the overall operation of the Fire Department.

PROGRAM ACTIVITIES:

Coordination

Provide program direction and planning for all divisions.

- Implement and support Fire Department specific values, mission, and vision.
- Support and facilitate department managers in accomplishing their goals.
- Facilitate team-building programs for all members of the management team.
- Promote increased communications and participation at all levels within the department.

Planning

Provide a planning interface with other City departments and regional agencies in order to facilitate improved Fire services.

- Monitor development under the Growth Management Program as it relates to the relocation of Fire Stations 3 and 6.
- Participate in the San Diego County Unified Disaster Council and Hazardous Materials Response JPAs.
- Participate in regional planning activities, including cooperation and coordination of dispatching, training, recruitment, and facilities.

SIGNIFICANT CHANGES:

- None

PROGRAM: EMERGENCY OPERATIONS
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012220

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$11,349,291	\$12,355,879	\$12,189,733	\$12,161,203
MAINTENANCE & OPERATIONS	1,880,086	2,194,813	2,515,076	2,601,614
CAPITAL OUTLAY	139,001	632,566	46,300	0
GRAND TOTAL	\$13,368,378	\$15,183,258	\$14,751,109	\$14,762,817
FULL TIME POSITIONS	78.00	78.00	79.00	79.00
HOURLY/FTE POSITIONS	0.00	0.00	0.17	0.17

WORK PROGRAM:

Respond to requests for assistance in a timely manner with appropriate equipment and properly trained personnel.

PROGRAM ACTIVITIES:

Emergency Response

Maintain an effective 'All Risk' response system throughout the city, including capabilities for fire, medical emergency and technical rescue responses.

- Maintain fire apparatus, equipment, and facilities at a high level of readiness.
- Maintain a response time of eight minutes or less, 90% of the time, to fires, rescues, and medical calls for service.

Training

Provide all safety personnel appropriate training in order to enhance their personal safety as well as services provided to the community.

- Provide 20 hours of training to all shift personnel on a monthly basis.
- Train personnel to meet individual and company performance standards.
- Provide 24 hours of annual EMS continuing education to all field personnel.

Service

- Fire Emergency Operations personnel will maintain a positive community profile of service, friendliness, and responsiveness.
- Engine companies to participate in limited special community events.

SIGNIFICANT CHANGES:

- Reducing new Line Fire Academies from 3 to 2 to save in overtime costs.

PROGRAM: PREVENTION
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012225

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$595,226	\$715,324	\$706,860	\$682,742
MAINTENANCE & OPERATIONS	54,555	78,194	86,128	91,563
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$649,781	\$793,518	\$792,988	\$774,305
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	1.17	1.17	1.00	1.00

WORK PROGRAM:

Reduce the potential for fire and property loss in the community through Fire Code enforcement, Fire Protection Engineering, Fire Investigation, Public Education and Community Risk Reduction.

PROGRAM ACTIVITIES:

Enforcement and Engineering

Provide code enforcement occupancy inspections in existing public buildings and those under construction.

- Provide training and administrative support for engine company code enforcement activities.
- Conduct periodic fire inspections in commercial, industrial, and multi-family residential buildings.
- Perform code compliance reviews on construction plan submittals within 21 days.
- Perform new construction inspections within 48 hours of request.
- Conduct code compliance inspections in licensed care facilities.
- Respond to citizen hazard inquiries and complaints.
- Provide coordination for fire and life safety public education programs.
- Conduct cause and origin investigations for suspicious or large loss fires.

SIGNIFICANT CHANGES:

- None

PROGRAM: WEED ABATEMENT
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012235

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	35,255	59,525	115,150	110,300
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$35,255	\$59,525	\$115,150	\$110,300
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Manage the potential for grass and brush fires on unimproved property by means of a selective hazard abatement program.

PROGRAM ACTIVITIES:

Hazard Identification

Identify and serve notice to owners of properties on which fire hazards exist or are likely to exist.

- Select 500-1,100 parcels for clearance.
- Obtain City Council approval for abatement.
- Mail notices to property owners.

Hazard Abatement

Ensure effective abatement of identified hazards.

- Inspect all noticed property.
- During May through July, clean all property not previously abated by owners.
- Manage contractor performance and payment system.
- Obtain City Council approval to place abatement costs onto individuals' property tax roll in July.
- Submit charges to County Auditor for recovery through property tax billing by August.
- Provide vegetation fire hazard reduction public education programs in urban wildlife interface zones.
- Provide computerized analysis of expected fire behavior in wildland areas adjacent to developed regions of the community.
- Coordinate vegetation hazard abatement on city owned vacant properties.

SIGNIFICANT CHANGES:

- None

PROGRAM: DISASTER PREPAREDNESS
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012240

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$45,126	\$120,989	\$117,119	\$120,393
MAINTENANCE & OPERATIONS	49,707	72,743	124,705	177,398
CAPITAL OUTLAY	55,520	24,344	28,200	0
GRAND TOTAL	\$150,353	\$218,076	\$270,024	\$297,791
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Develop and manage emergency preparedness and hazard mitigation programs that reduce the impact of natural and man-made disasters.

- The FY 2009-10 City Emergency Preparedness Program strategic goals include: strengthen City preparedness programs, develop community relationships, strengthen mutual aid partnerships, and meet federal and state preparedness requirements. The major components of the City's emergency and disaster response program include the following:
- Emergency preparedness and continuity of operations planning;
- Emergency Operations Center (EOC) readiness Disaster Service Worker (DSW), Incident Command System (ICS) and NIMS training;
- CPR/First Aid/AED training; and
- Public Outreach, including Community Emergency Response Team (CERT) implementation.

PROGRAM ACTIVITIES:

Planning

- Direct and manage City of Carlsbad Emergency Management Administrative Team (CEMAT).
- Manage EOC facility, staffing, equipment and supplies to ensure incident response readiness

Training and Education

- Conduct classroom and simulation training sessions for City staff.
- Conduct Emergency Operations Center training and exercises.
- Provide basic emergency response training to all City employees.
- Ensure City compliance with training and adoption of the National Incident Management System (NIMS).

Inter-Agency Coordination

- Represent the interests of the City on the County Unified Disaster Council (UDC).

SIGNIFICANT CHANGES:

- Budgeted increases due to continued Information Technology Department support of the Emergency Operations Center, and various service and maintenance contracts.

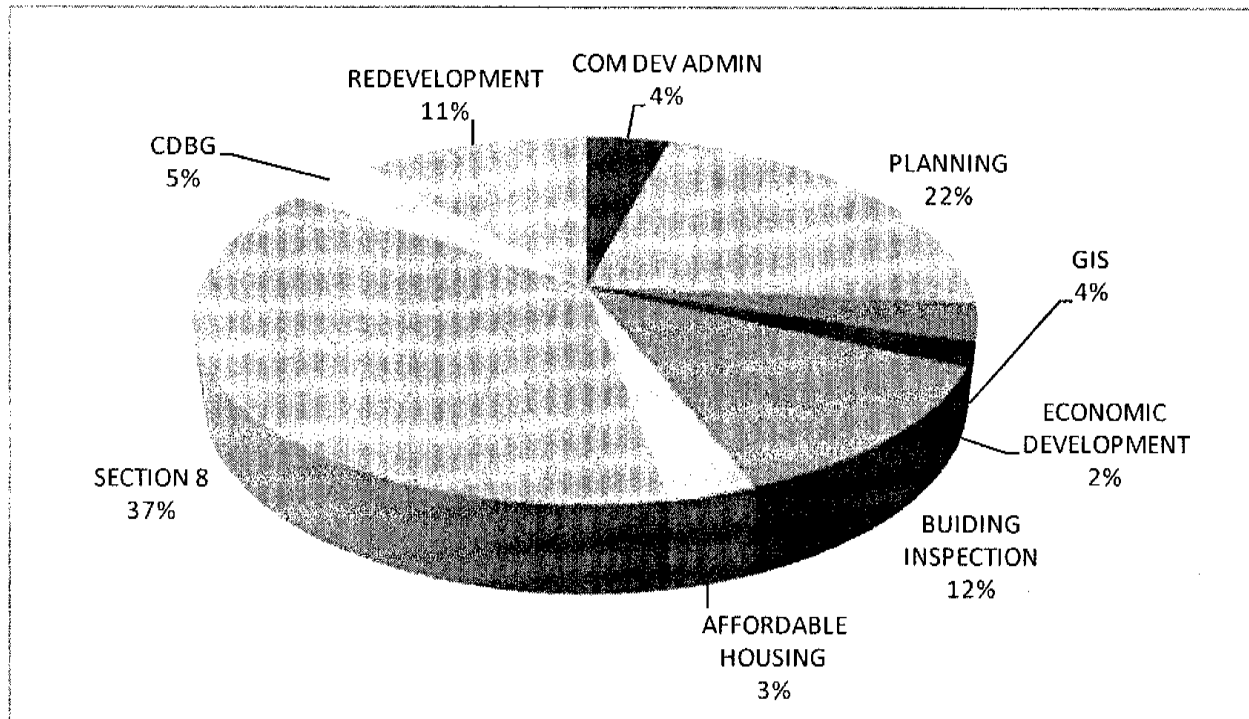


COMMUNITY DEVELOPMENT

PROGRAM: COMMUNITY DEVELOPMENT
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$5,893,120	\$6,410,179	\$6,852,633	\$6,724,275
MAINTENANCE & OPERATIONS	9,437,154	9,393,510	10,210,627	9,822,226
CAPITAL OUTLAY	101,053	347,727	0	0
GRAND TOTAL	\$15,431,327	\$16,151,416	\$17,063,260	\$16,546,501
FULL TIME POSITIONS	59.00	60.00	60.00	60.00
HOURLY/FTE POSITIONS	3.64	3.64	3.64	3.64



PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: COMMUNITY DEVELOPMENT

ACCT NO. 0013010, 3025

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$465,803	\$487,269	\$476,411	\$483,284
MAINTENANCE & OPERATIONS	357,269	524,616	178,785	197,364
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$823,072	\$1,011,885	\$655,196	\$680,648
FULL TIME POSITIONS	5.00	3.00	3.00	3.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

We are committed to helping people build a strong community by guiding and facilitating high quality projects, preserving the environment, providing for diverse housing and employment, and maintaining a strong economic base.

PROGRAM ACTIVITIES:

The Community Development Director assists departments within its Major Service Area (MSA) in accomplishing goals. The Director also removes roadblocks, coordinates between departments with competing or conflicting priorities, manages resource allocation and other support efforts, and serves as a member of the City Manager's Leadership Team. The Community Development Director is also the team leader for Envision Carlsbad.

KEY ACHIEVEMENTS FOR 2008-09:

- Continue implementation of Development Process Review Audit.
- General Plan visioning scope of work/establishment of Envision Carlsbad Citizens Committee (EC³)
- Conduct Envision Carlsbad community visioning process and public outreach meetings.
- Staffed Prop D Citizens Liaison Committee to conduct public outreach for possible open space uses on Cannon Road Agricultural Lands. Final report completed.
- Completed Ponto EIR settlement

KEY GOALS FOR 2009-10:

Top-Quality Services

- Continue to improve performance measures for all departments and participate in the Performance Measurement Resource Team.
- Complete implementation of the recommendations of the *Performance Audit of the Development Services Review Process for the City of Carlsbad*.

Balanced Community Development

- Implement Habitat Management Plan (HMP).
- Implement affordable housing projects in the City.
- Implement Proposition D Community Outreach Program.

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: COMMUNITY DEVELOPMENT

PAGE TWO

ACCT NO. 0013010, 3025

KEY GOALS FOR 2008-09 (continued):

Parks/Open Space/Trails

- Continue to monitor open space acquisition and grant opportunities.

Environmental Management

- Continue to be stewards of the environment by implementing the California Environmental Quality Act (CEQA).

Communication

- Continue to enhance the Construction Update portion of the City's website.
- Complete E-Zoning rollout.

Learning

- Continuity of Community Development leadership through Strategic Planning.
- Provide specialized staff training as needed.

Citizen Connection and Partnership

- Continue to conduct Envision Carlsbad community visioning process and EC³ Committee involvement.

SIGNIFICANT CHANGES:

- None

PROGRAM: LAND USE PLANNING & PLANNING COMMISSION
FUND: GENERAL
PROGRAM GROUP: PLANNING ACCT NO. 0013210/3215/3220/3225

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$2,408,037	\$2,708,674	\$2,988,972	\$2,949,673
MAINTENANCE & OPERATIONS	938,350	1,000,488	833,455	727,033
CAPITAL OUTLAY	2,224	0	0	0
GRAND TOTAL	\$3,348,611	\$3,709,162	\$3,822,427	\$3,676,706
FULL TIME POSITIONS	27.00	27.00	27.00	27.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00

MISSION STATEMENT:

The Planning Department's mission is to help guide the planned physical development of the City in a manner that preserves the quality of life for its citizens.

PROGRAM ACTIVITIES:

Review of Development Projects

- Provide technical support to the Planning Commission and City Council in a timely and efficient manner regarding the compliance of all development proposals with the City's zoning, subdivision, and environmental ordinances. Update development standards as needed. Ensure the efficient processing, including environmental clearance for City CIP projects.

Preparation of Special Studies and Policy Review

- Prepare special studies relating to land use as directed by the City Council. Provide advice to the City Council and Planning Commission regarding policy matters related to planning and development in the City.

Implementation of General Plan and Growth Management Plan

- Ensure that all new planning programs and development projects comply with the performance standards of the Growth Management Plan.

Customer Service/Public Information

- Provide the highest level of customer service at the front counter in terms of providing zoning information, general public information, and the processing of administrative permits.

PERFORMANCE OBJECTIVES:

- Ensure timely processing/review of private and public projects in the City.
- Continue to proactively address issues relating to land use and development in the City.
- Assist in implementing and administering the General Plan, Growth Management Program and Habitat Management Plan.

PROGRAM: LAND USE PLANNING
& PLANNING COMMISSION
FUND: GENERAL
PROGRAM GROUP: PLANNING

PAGE TWO

ACCT NO. 0013210/3215/3220/3225

KEY ACHIEVEMENTS FOR 2008-2009:

- Completed entitlement of numerous projects in the Bressi Ranch Master Plan and Robertson Ranch Master Plan.
- Processed numerous Conditional Use Permits for City capital projects including parks, sewer and water projects.
- Continued processing of the updated Housing Element with letter of support received from the state's Housing and Community Development Department.
- Initiated Envision Carlsbad which is part of Phase 1 of the General Plan, Local Coastal Program, and Zone Code Update Program.
 - ✓ Envision Carlsbad Website Developed and Launched (www.envisioncarlsbad.org)
 - ✓ EC³ Citizen's Committee Formed and Initiated
 - ✓ Envision Carlsbad Internal Staff Committee Formed and Initiated
 - ✓ Completed community wide survey
 - ✓ Completed 4 community workshops
- Continued to implement the Habitat Management Plan to include the following:
 - ✓ HMP Website Developed & Launched (www.carlsbadhmp.org)
 - ✓ First Annual HMP Public Outreach Meeting Held
 - ✓ Preserve Steward Hired (TAIC)
 - ✓ Approved Preserve Management Plan for City Owned Land
 - ✓ Preserve Manager for City Owned Land Hired (CNLM)
 - ✓ Biological Guidelines Completed.
- Completed Customer Satisfaction Survey.
- Completed processing of the Carlsbad Paseo project which includes 44,000 square feet of retail along with PF Chang's Restaurant, and BJ's Restaurant and Brewhouse.
- Processed the Fenton Carlsbad Business Park Specific Plan which was approved and allows for the expansion of the Scripps Health Care Medical Campus.
- Released the Draft EIR for the La Costa Town Square project for public review.
- Distributed \$3 million in funds for 4 projects for the Agricultural Fee Mitigation Committee

KEY GOALS FOR 2009-2010:

Top Quality Services

- Ensure that all development projects comply with City planning codes and policies.
- Continue to review all procedures and systems to ensure the efficient processing of all projects.
- Provide strategic advice regarding land use and long-term planning in the City.
- Continue implementation of the Robertson Ranch Master Plan.
- Complete the processing of the La Costa Town Square Shopping Center and other major projects submitted for review.
- Enhance Planning Department information available on the web site.
- Implementation of the Habitat Management Plan and the Open Space Management Plan.
- Complete Phase I of the Public Participation and Visioning Program for the General Plan, Local Coastal Program, and Zone Code Update Program and initiate Phase II of the Program.
- Submit adopted Housing Element to the State Department of Housing and Community Development for certification.

SIGNIFICANT CHANGES:

- None

PROGRAM: GEOGRAPHIC INFORMATION SYSTEM
FUND: GENERAL
PROGRAM GROUP: COMMUNITY DEVELOPMENT

ACCT NO. 0013310

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$369,628	\$420,367	\$456,691	\$476,086
MAINTENANCE & OPERATIONS	62,492	76,934	97,739	90,221
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$432,120	\$497,301	\$554,430	\$566,307
FULL TIME POSITIONS	3.00	4.00	4.00	4.00
HOURLY/FTE POSITIONS	0.50	0.50	0.50	0.50

MISSION STATEMENT:

The Carlsbad Geographic Information System (GIS) provides GIS processing services to all City departments and disseminates GIS processing capabilities to appropriate City departments.

PROGRAM ACTIVITIES:

- Deliver Products and Services – The GIS creates maps, reports and conducts geographic analyses for all City departments, as well as maintaining a set of standard location maps, and map products to support the General Plan, Assessment Districts, and fee studies.
- Develop the Geographic Information System – The GIS Department continues to work with user departments to deliver timely, accurate geographic data for City operations. The major focus of this system development effort is to increase staff's use of the interactive GIS map on the intranet. If the GIS can provide the data and query tools to help staff answer questions and get information at their desktops, they are able to do their jobs quicker and more efficiently. IT statistics on web activity, the reduction of direct product requests (see Workload Statistics below), and staff requests for more data to be added to the interactive map indicate that adoption and use of the Interactive Map by City staff is increasing.
- Develop and Maintain the Database – Based on staff's data requirements, information is developed and added to the central GIS database, and maintained by the data layer owners (Public Works, Planning, etc.) so the information is timely and accurate.

WORKLOAD STATISTICS:

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009 (Est.)</u>
Number of Service Requests:	413	334	346	330

KEY ACHIEVEMENTS FOR 2008-09:

- Implement a public-access E-zoning web application that allows the public to query the GIS for land development and status information such as zoning, general plan, acreage, jurisdictional boundaries (water/sewer district, school district, etc).
- Acquire updated medium resolution (1.0 ft) aerial photography coverage for the City.
- Continue to maintain the street address geofile for the Police Department's Computer-Aided Dispatch system, maintain Carlsbad's address data for the regional fire dispatch system (North County Dispatch), and support the development of a regional fire mapping program.

PROGRAM:	GEOGRAPHIC INFORMATION SYSTEM	PAGE TWO
FUND:	GENERAL	
PROGRAM GROUP:	COMMUNITY DEVELOPMENT	ACCT NO. 0013310

KEY GOALS FOR 2009-10:

Top Quality Services

- Upgrade the quality and functionality of the web-based interactive map available to City staff on the intranet.
- Acquire new, high resolution (0.33' resolution) aerial photography for the City in a cost-share project with seven other local agencies.
- Design and implement a geodatabase for non-Public Works data (Public Works design and geodatabase creation accomplished in FY 08-09), so that all GIS data is in an enterprise-wide structure.
- Continue to reduce the cycle time between request and delivery of products/services.
- Continue to offer training to all City staff on the use of City's Intranet-based GIS.
- Continue the maintenance of the geofile for the Police computer-aided dispatch system, continue to update the Carlsbad portion of Fire dispatch geofile, and support the creation of a North County-wide fire/emergency response mapping system.

SIGNIFICANT CHANGES:

- None

PROGRAM: ECONOMIC DEVELOPMENT/
FUND: REAL ESTATE MANAGEMENT
PROGRAM GROUP: GENERAL
 COMMUNITY DEVELOPMENT

ACCT NO. 0013510

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$177,524	\$283,611	\$292,754	\$292,300
MAINTENANCE & OPERATIONS	11,969	9,776	132,794	50,456
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$189,493	\$293,387	\$425,548	\$342,756
FULL TIME POSITIONS	1.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Plan, organize, and direct the implementation of the City's Economic Strategic Plan and Real Estate Asset Program.

PROGRAM ACTIVITIES:

Land Use

- Develop and implement land use and infrastructure strategies consistent with the General Plan that enhance and promote economic development in Carlsbad.

Public Policy

- Develop sound policies and strategies that encourage quality business development and expansion, preserve quality of life, and consider the fiscal needs of the City.

Economic Resources

- Identify resources, opportunities, and areas of new economic focus. Establish programs to optimize the positive effects they have on the community.

Promotion and Marketing

- Support public and private activities that focus on attracting and retaining desirable businesses and industries to the City, and support local tourism.

Public Relations and Education

- Provide opportunities for increased organizational, local business, and citizen awareness of demographics and economic goals and activities.

Real Estate Assets

- Coordinate the acquisition, disposal, and leasing of City-owned real property and the leasing of City-utilized real property.

KEY ACHIEVEMENTS FOR 2008-09:

- Asset Maximization Plan.
- Economic Development Strategic Plan.
- Business Round Table.
- City Council economic overview.
- Negotiation of cell site leases.

PROGRAM: ECONOMIC DEVELOPMENT/
REAL ESTATE MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: COMMUNITY DEVELOPMENT

PAGE TWO

ACCT NO. 0013510

KEY GOALS FOR 2009-10:

Financial Health

- Participate in regional economic development activities and projects.
- Identify and monitor progress of development projects that provide economic benefit to the City.
- Develop a new Economic Development Strategic Plan.
- Evaluate underutilized City owned property for revenue generation potential.
- Coordinate acquisition of real property associated with City Council goals.
- Negotiation of leases and asset management.

SIGNIFICANT CHANGES:

- None

PROGRAM: BUILDING INSPECTION
FUND: GENERAL
PROGRAM GROUP: BUILDING INSPECTION

ACCT NO. 0013610

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,409,752	\$1,463,011	\$1,580,825	\$1,454,945
MAINTENANCE & OPERATIONS	703,955	564,987	737,875	577,676
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,113,707	\$2,027,998	\$2,318,700	\$2,032,621
FULL TIME POSITIONS	13.00	14.00	14.00	14.00
HOURLY/FTE POSITIONS	1.50	1.50	1.50	1.50

WORK PROGRAM:

The Building Department reviews applications for building permits, routes applications to applicable departments, issues permits, and inspects structures under construction for compliance with Uniform Model Codes. The department also provides code enforcement services for the City for zoning, housing, building, and other Municipal Code violations.

PROGRAM ACTIVITIES:

- Receipt of building permit applications, coordination of building permit approvals, issuance of building permits, inspection of new and remodeled structures, and related code enforcement activities.

PERFORMANCE MEASURES:

- The department tracks inspections per day, per field inspector, and a number of other statistical reports associated with workloads. Customer service satisfaction levels for field inspections are also surveyed.
- The code enforcement monthly report tracks the number of days it takes to close various complaint categories.

KEY ACHIEVEMENTS FOR 2008-09:

- Issued permits valued at over \$90 million for various types of construction projects.
- Performed 15,000 various building inspections – 98% the next working day.
- Final inspection on over 200 dwelling units.
- Answered over 3,500 incoming calls for information at Code Enforcement.
- Proactively removed over 600 illegal signs from the right of way.
- Performed over 4,000 Code Enforcement inspections.
- Handled over 1,500 open Code Enforcement cases.

KEY GOALS FOR 2009-10:

Top Quality Services

- Respond to 98% of requests for field inspections and 98% of -health and safety-related code enforcement calls the next working day.
- Increase number of in house plan reviews for less complex and over-the-counter building projects..
- Provide 40 hours of staff development training for each employee.
- Analyze and improve upon performance measures.
- Monitor customer service satisfaction surveys to improve department performance
- Implement cross training within divisions to improve staff allocation and efficiencies.
- Implement community based mediation strategies for Code Enforcement case resolution.

SIGNIFICANT CHANGES:

- Due to the economic recession 2.0 Limited Term Building Inspectors were unfunded for FY 2009-10.

PROGRAM:	HOUSING AND REDEVELOPMENT	
FUND:	VARIOUS	
DEPARTMENT:	HOUSING AND REDEVELOPMENT	SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,062,376	\$1,047,247	\$1,056,980	\$1,067,987
MAINTENANCE & OPERATIONS	7,363,119	7,216,709	8,229,979	8,179,476
CAPITAL OUTLAY	98,829	347,727	0	0
GRAND TOTAL	\$8,524,324	\$8,611,683	\$9,286,959	\$9,247,463
FULL TIME POSITIONS	10.00	10.00	10.00	10.00
HOURLY/FTE POSITIONS	0.64	0.64	0.64	0.64

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Affordable Housing

- Rental Assistance
- Homebuyers Assistance
- New Construction
- Rehabilitation

Enhancing Opportunities

- Career Development
- Plans
- Innovation
- Goals

Promoting Business Development

- Jobs
- Sales Tax
- New Products
- State Funds

Creating a Community Spirit

- Transportation
- Education
- Social Services
- Family Self-Sufficiency

Village Vision

- Creativity
- Expansions
- Revitalization
- Beautification

Increasing Revenues

- Federal Funds
- Property Tax

Excellent Service

PROGRAM: AFFORDABLE HOUSING
FUND: HOUSING TRUST FUND
PROGRAM GROUP: HOUSING AND REDEVELOPMENT

ACCT NO. 1333421

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$253,876	\$262,181	\$265,338	\$262,708
MAINTENANCE & OPERATIONS	87,920	84,966	135,530	238,253
CAPITAL OUTLAY	0	889	0	0
GRAND TOTAL	\$341,796	\$348,036	\$400,868	\$500,961
FULL TIME POSITIONS	2.73	2.73	2.73	2.73
HOURLY/FTE POSITIONS	0.08	0.08	0.08	0.08

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Affordable Housing Programs

Provide staff support to implement the various affordable housing programs as set forth within the City's housing element including:

- Mortgage Credit Certificate Program (MCC).
- Provide staff support to the Housing Commission.
- Participate in the San Diego Regional Housing Task Force.
- Down Payment and Closing Cost Assistance Program
- Minor Home Repair Program

Affordable Housing Financial Assistance

- Negotiate and prepare financial assistance and loan documents for construction of single- and multi-family affordable housing projects.

Inclusionary Housing

- Implement the Inclusionary Housing Ordinance by providing information to developers, the public, and City staff on the requirements of the ordinance.
- Negotiate and prepare affordable housing agreements.
- Monitor the development and operation of affordable housing developments.

WORKLOAD STATISTICS:

	Actual 05-06	Actual 06-07	Actual 07-08	Est. 08-09
• Affordable Housing Units Approved:	274 units	255 units	104 units	40 Units
• Affordable Housing Units Completed:	110 units	66 units	168 units	90 Units
• Financial Assistance to Affordable Housing Projects:	\$1,440,000	\$3,009,000	\$1,932,000	\$1,014,000

KEY GOALS FOR 2009-10:

Learning

Develop, maintain, and enhance programs that result in an informed, knowledgeable, and involved public through enhanced community dialogue.

- Perform public outreach by making presentations to citizen, business, and service groups; serve on regional affordable housing committees and task forces; and make presentations at professional conferences about affordable housing programs and their benefits to the City of Carlsbad.

SIGNIFICANT CHANGES:

- None

PROGRAM: RENTAL ASSISTANCE
FUND: HUD SECTION 8 HOUSING
PROGRAM GROUP: HOUSING & REDEVELOPMENT

ACCT NO. 1903401

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$365,174	\$382,378	\$405,730	\$415,486
MAINTENANCE & OPERATIONS	4,843,045	4,900,374	5,485,561	5,754,133
CAPITAL OUTLAY	0	1,226	0	0
GRAND TOTAL	\$5,208,219	\$5,283,978	\$5,891,291	\$6,169,619
FULL TIME POSITIONS	4.25	4.25	4.25	4.25
HOURLY/FTE POSITIONS	0.30	0.30	0.30	0.30

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Section 8 Tenant-Based Rental Assistance

- Provide federal funding to subsidize rents for extremely low-income and very low-income households.
- Assist low-income households in the community to access rental housing that is decent, safe, and sanitary.
- Ensure program is being administered in compliance with federal regulations, federal guidelines, the Carlsbad Administrative Plan, and the Public Housing Agency (PHA) Plan.
- Achieve and maintain a lease rate that effectively utilizes funding allocation.

Family Self-Sufficiency

- Designed to enable unemployed, under-employed or under-educated low-income families to achieve economic independence from welfare.
- Assist families in identifying barriers to becoming self-sufficient.
- Provide guidance to the family to establish a five-year goal and plan.
- Coordinate needed support services and act as an advocate on behalf of the client.

PERFORMANCE/WORKLOAD MEASURES:

- Maintain a Section Eight Management Assessment Program (SEMAP) ranking of "standard performer" or "high performer."
- Achieve and maintain a lease rate utilizing 98% of allocated funds.
- Update and revise Administrative Plan to adopt changes in federal regulations.
- Expand rental assistance knowledge by conducting community workshops, providing owner and participant educational opportunities, and conducting owner outreach presentations.

KEY ACHIEVEMENTS 2008-09:

- Provided rental assistance to approximately 619 very low and extremely low-income households.
- Received "High Performer" ranking under SEMAP.

SIGNIFICANT CHANGES:

- None

PROGRAM: COMMUNITY DEVELOPMENT BLOCK GRANT
FUND: CDBG ENTITLEMENT
PROGRAM GROUP: HOUSING & REDEVELOPMENT ACCT NO. 391XXXX

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$80,134	\$67,576	\$78,047	\$77,096
MAINTENANCE & OPERATIONS	280,523	101,662	974,107	653,024
CAPITAL OUTLAY	9,479	288,806	0	0
GRAND TOTAL	\$370,136	\$458,044	\$1,052,154	\$730,120
FULL TIME POSITIONS	0.61	0.61	0.61	0.61
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Administration of Community Development Block Grant Program (CDBG)

- Provide staff support to the CDBG Funding Advisory Committee and City Council in the selection process to identify activities to be included in the consolidated funding plan for the CDBG Program.
- Prepare a consolidated funding plan for submittal to U.S. Department of Housing and Urban Development (HUD).
- Ensure that documentation is maintained to meet guidelines established by HUD for continued CDBG funding.
- Monitor activities of grant sub-recipients to ensure that HUD and City requirements are met.
- Prepare Annual Performance and Evaluation Report for review and approval by City Council and HUD.

PERFORMANCE MEASURES:

- Hold four public meetings to review and obtain comments on the City's CDBG Program.
- Conduct selection process to identify a minimum of ten local public service agencies that should be assisted with funding through the CDBG Program.
- Monitor grant sub-recipients and maintain documentation necessary to meet federal guidelines.

PROJECTS AUTHORIZED BY COUNCIL FOR 2009-10:

Boys and Girls Club	\$5,000
Casa de Amparo	\$12,500
La Posada de Guadalupe	\$17,500
From the Inside Out	\$5,000
Interfaith Community Services	\$10,000
Meals on Wheels	\$5,000
North County Community Services	\$5,000
North County Health Services	\$10,000
North County Lifeline	\$10,000
Women's Resource Center	\$10,000
YMCA Oz	\$5,000
Center for Social Advocacy	\$9,900
Energy Efficient Street Light Retrofits	\$269,357
La Posada de Guadalupe Improvements	\$269,358

PROGRAM:	COMMUNITY DEVELOP. BLOCK GRANT	PAGE TWO
FUND:	CDBG ENTITLEMENT	
PROGRAM GROUP:	HOUSING & REDEVELOPMENT	ACCT NO. 391XXXX

KEY ACHIEVEMENTS 2008-09:

- Provided funding assistance to 16 nonprofit organizations.
- Met compliance requirements for timely expenditure of funds.
- Provided funding for programs that assisted over 1,500 Carlsbad residents.

SIGNIFICANT CHANGES:

- None

PROGRAM: REDEVELOPMENT OPERATIONS
FUND: VILLAGE AREA
PROGRAM GROUP: REDEVELOPMENT AGENCY
HOUSING & REDEVELOPMENT ACCT NO. 8013410/802XXXX

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$239,614	\$211,340	\$172,353	\$176,852
MAINTENANCE & OPERATIONS	2,015,556	2,005,699	1,461,136	1,324,715
CAPITAL OUTLAY	71,719	552	0	0
GRAND TOTAL	\$2,326,889	\$2,217,591	\$1,633,489	\$1,501,567
FULL TIME POSITIONS	1.56	1.56	1.56	1.56
HOURLY/FTE POSITIONS	0.08	0.08	0.08	0.08

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Implementation of the Carlsbad Village Redevelopment Master Plan

- Coordination of project development and permit processing.
- Administration of the Parking-In-Lieu Fee Program.
- Property acquisition for future redevelopment projects and facilitation of new development.

Community Relations and Public Relations Program

- Work with the Carlsbad Village Business Association and other business organizations to continue community awareness and public relations activities on behalf of the Redevelopment Agency.
- Continue implementation of the Village Beautification Program through coordination of maintenance efforts in the Village.
- Work with NCTD to resolve parking and land-use-related issues associated with the Village Commuter Rail Station and surrounding properties.

PERFORMANCE/WORKLOAD MEASURES:

- Process 15 applications for redevelopment permits for improvements to existing structures or new construction projects.
- Process 20 sign permit applications.
- Process four preliminary review applications.
- Facilitate the development of at least one "special opportunity project" identified in the Village Redevelopment Master Plan.

KEY ACHIEVEMENTS FOR 2008-09:

- Revisions to development standards to assist in encouraging development approved by the Coastal Commission.
- Processed three sidewalk sign/outdoor display permits; 20 sign permits; three administrative redevelopment permits; and three major redevelopment permits.

PROGRAM: REDEVELOPMENT OPERATIONS **PAGE TWO**
FUND: VILLAGE AREA
PROGRAM GROUP: REDEVELOPMENT AGENCY
HOUSING & REDEVELOPMENT ACCT NO. 8013410/802XXXX

KEY GOALS FOR 2009-10:

Financial Health

- Process redevelopment permits for all types of projects within the Village Area that represent high-quality development or redevelopment of properties and buildings.
- Eliminate blighting conditions and influences in the Village Redevelopment Area through facilitation of private commercial and/or mixed-use development on North State Street.

Balanced Community Development (also affects Financial Health goal)

- Implement the actions outlined in the Redevelopment Operations Strategy to address the land use and administration/organizational structure strategies following the July 2009 expiration of the Redevelopment Plan.

SIGNIFICANT CHANGES:

- The Carlsbad Village Redevelopment Plan will expire in July of 2009.

PROGRAM: LOW/MODERATE INCOME HOUSING
FUND: VILLAGE AREA
PROGRAM GROUP: REDEVELOPMENT AGENCY
HOUSING AND REDEVELOPMENT **ACCT NO. 8033420**

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$35,147	\$37,486	\$39,272	\$39,414
MAINTENANCE & OPERATIONS	27,225	36,553	55,887	61,202
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$62,372	\$74,039	\$95,159	\$100,616
FULL TIME POSITIONS	0.29	0.29	0.29	0.29
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Affordable Housing Project Processing Procedures

- Continue development of affordable housing project processing procedures.

Affordable Housing Project Coordination

- Assist in the structure and implementation of affordable housing projects.

Affordable Housing Education Program

- Direct educational programs for citizens, businesses, and government agencies interested in affordable housing.

PERFORMANCE/WORKLOAD MEASURES:

- Process at least three requests for financial assistance through the Housing Policy Team.
- Use existing low-income and moderate-income housing funds to develop property for an affordable housing project in the Village Redevelopment Area.
- Participate in at least three outreach programs, professional conferences, and/or citizen and business groups on affordable housing.

KEY GOALS FOR 2009-10:

Top-Quality Services

- Continue to assist private developers to provide affordable housing as required by the Inclusionary Housing Ordinance.

SIGNIFICANT CHANGES:

- None

PROGRAM: REDEVELOPMENT OPERATIONS
FUND: SOUTH CARLSBAD COASTAL AREA
PROGRAM GROUP: REDEVELOPMENT AGENCY
HOUSING AND REDEVELOPMENT ACCT NO. 810XXXX/8113412

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$67,333	\$64,513	\$73,578	\$73,905
MAINTENANCE & OPERATIONS	100,189	77,227	97,533	127,694
CAPITAL OUTLAY	17,631	56,193	0	0
GRAND TOTAL	\$185,153	\$197,933	\$171,111	\$201,599
FULL TIME POSITIONS	0.41	0.41	0.41	0.41
HOURLY/FTE POSITIONS	0.18	0.18	0.18	0.18

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Implement Redevelopment Plan for South Carlsbad Coastal Redevelopment Area

- Provide funding for the potential realignment of Carlsbad Boulevard, which may yield excess property that could provide for public recreational facilities and/or development of cultural facilities or other public facilities.
- Revitalize, redevelop, and/or generally clean up the Ponto Area.
- Enhance commercial and recreational functions/activities in the Redevelopment Area and increase parking and open space amenities.

PERFORMANCE/WORKLOAD MEASURES:

- Implement land use vision for planning area three.

KEY ACHIEVEMENTS FOR 2008-09:

- Final certification received of Environmental Impact Report for Ponto Beachfront Village Vision Plan.; an application was submitted for a Hilton Hotel Resort with a capacity of 212 rooms.

KEY GOALS FOR 2009-10:

Balanced Community Development

- Facilitate the development of one project identified by the vision study for planning area three.

SIGNIFICANT CHANGES:

- The assessed values in the South Carlsbad Coastal Redevelopment Area remain less than the original values when the redevelopment area was formed. The decline is mainly due to the lower values assigned to the Encina Power Plant. Since the revenue to the area is based on the excess of the current assessed values over the original assessed values, the South Carlsbad Area will again not receive any property tax revenue in Fiscal Year 2009-10. Budgeted expenses will come from accumulated balances and/or loans from the City, as approved.

PROGRAM: LOW/MODERATE INCOME HOUSING
FUND: SOUTH CARLSBAD COASTAL AREA
PROGRAM GROUP: REDEVELOPMENT AGENCY
 HOUSING AND REDEVELOPMENT ACCT NO. 8123420

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$21,098	\$21,773	\$22,662	\$22,526
MAINTENANCE & OPERATIONS	8,661	10,228	20,225	20,455
CAPITAL OUTLAY	0	61	0	0
GRAND TOTAL	\$29,759	\$32,062	\$42,887	\$42,981
FULL TIME POSITIONS	0.15	0.15	0.15	0.15
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Implement City-wide Affordable Housing Programs

- Affordable Housing Project Coordination for Inclusionary Housing Development.
- Affordable Housing Education Activities.
- Development of affordable housing programs.
- Facilitation of development of new affordable housing projects.

PERFORMANCE/WORKLOAD MEASURES:

- Utilize low-income and moderate-income housing funds to assist with the development and/or construction of at least one (1) new affordable housing project within the city limits of Carlsbad.
- Develop Housing Plan for South Carlsbad Coastal Redevelopment Area.

KEY GOALS FOR 2009-10:

Balanced Community Development

- Continue to assist private developers to provide affordable housing as required by the City's Inclusionary Housing Ordinance.
- Implement affordable housing programs that serve to enhance the jobs/housing balance within the community.

SIGNIFICANT CHANGES:

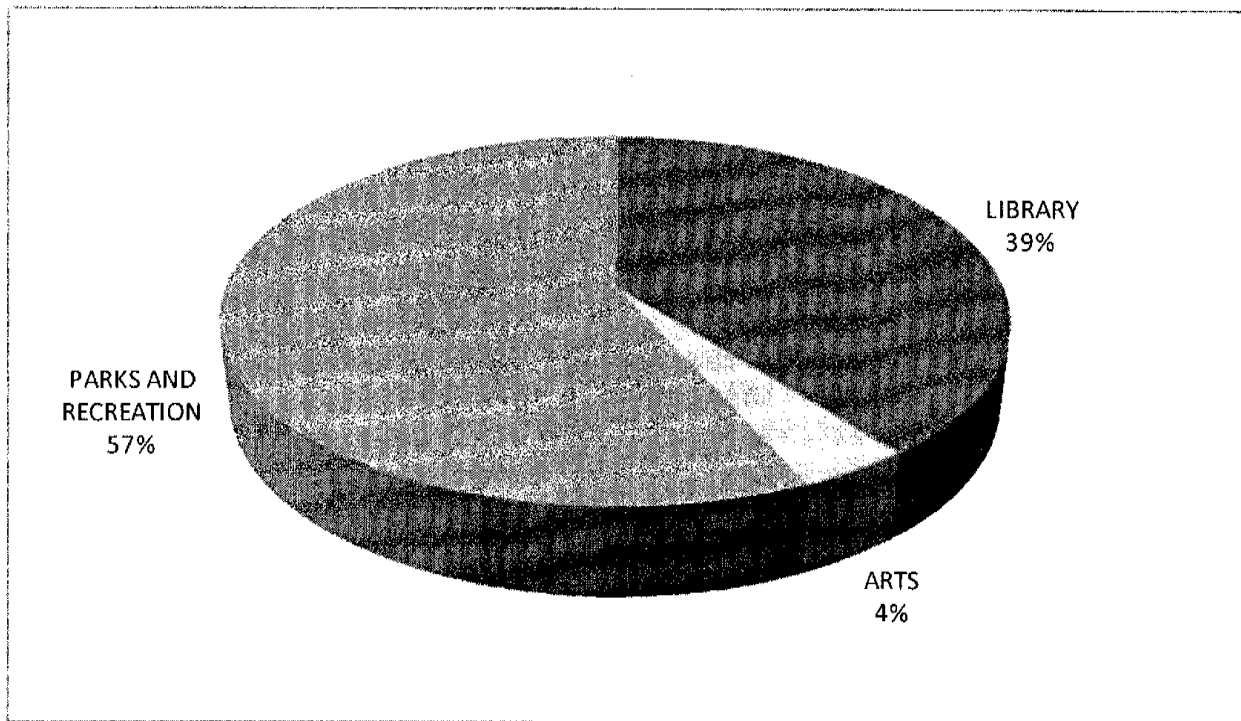
- None



PROGRAM: COMMUNITY SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$13,394,697	\$13,747,092	\$14,541,778	\$14,614,355
MAINTENANCE & OPERATIONS	8,722,148	9,269,407	9,159,405	9,004,839
CAPITAL OUTLAY	702,651	527,216	23,632	0
GRAND TOTAL	\$22,819,496	\$23,543,715	\$23,724,815	\$23,619,194
FULL TIME POSITIONS	124.85	124.95	125.45	125.10
HOURLY/FTE POSITIONS	128.35	124.15	124.15	124.26



PROGRAM: LIBRARY
FUND: VARIOUS
PROGRAM GROUP: LIBRARY

SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$5,856,209	\$6,009,050	\$6,366,136	\$6,339,461
MAINTENANCE & OPERATIONS	3,091,835	3,366,681	2,975,885	2,970,373
CAPITAL OUTLAY	371,180	126,995	3,132	0
GRAND TOTAL	\$9,319,224	\$9,502,726	\$9,345,153	\$9,309,834
FULL TIME POSITIONS	48.00	48.00	48.00	48.00
HOURLY/FTE POSITIONS	66.75	59.25	59.25	59.25

PROGRAM DESCRIPTION:

The Carlsbad City Library provides educational, informational, and recreational services for all community residents; provides both print and non-print resources that respond to the interests and needs of a diverse population; provides convenient access and adequate space for users and resources; and promotes a broad awareness of the Library and its services. The Library contributes to the enrichment of Carlsbad's citizens by supporting lifelong learning, the pursuit of knowledge, and serving as a community gathering place.

KEY ACHIEVEMENTS FOR 2008- 09:

- Policy, layout, and signage changes made to improve customer experience.
- Results of citizen/user survey conducted by research firm to measure satisfaction, needs, and expectations of Library put to use in formulation of Strategic Directions.
- Successful "Carlsbad Reads Together" program with author visit by Firoozeh Dumas.
- Learning Center opened to public.
- Video games introduced for circulation.
- Tested updated Disaster Plan with evacuations drills.
- Implemented integrated Core cashiering system which includes ability for patrons to pay fines/fees with debit/credit cards.
- Developed new Strategic Directions Workplan.

KEY GOALS FOR 2009-10:

Top-Quality Services

- Implement future directions identified in strategic planning process.
- Continue adjusting service delivery methods to be customer-focused.
- Launch redesigned library web pages.
- Improve service through use of credit/debit options at all circulation points including self-checkout stations.

Learning, Culture & Arts

- Improve programming facilitation through cooperation with outside producer services.

Communication

- Enhance delivery of internal information via City Intranet.

Future Direction/Plans

- Restructure and merge Graphics and Media Services operations.

SIGNIFICANT CHANGES:

- Library Learning Center facility is now open to the public incorporating services previously provided by the Centro de Información and the Adult Learning Program.
- Due to the economic recession the Library worked with other city departments to reduce costs in the FY2009-10 budget. The significant impacts of those reductions are included in the individual program summaries following.

PROGRAM: GEORGINA COLE LIBRARY
FUND: GENERAL
PROGRAM GROUP: LIBRARY ACCT NO. 0014010/0014015-16/0014025/0014035/0014069

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,742,084	\$1,762,222	\$1,845,291	\$1,846,803
MAINTENANCE & OPERATIONS	574,999	585,911	715,353	347,819
CAPITAL OUTLAY	4,579	10,750	1,332	0
GRAND TOTAL	\$2,321,662	\$2,358,883	\$2,561,976	\$2,194,622
FULL TIME POSITIONS	12.75	12.75	12.75	12.75
HOURLY/FTE POSITIONS	23.70	22.40	21.40	21.10

WORK PROGRAM:

The Georgina Cole Library, located in North Carlsbad, is designed to provide the community with print and non-print materials for adults, teens, and children, with special collections in genealogy and local history. Services provided include reference assistance, public computer use for adults and children, special programs for all ages, and monthly exhibits offered by local residents.

PROGRAM ACTIVITIES:

Cole Library Administration

Administrative staff at the Georgina Cole Library participates in Library Administration operations in conjunction with the main Administrative offices at the Carlsbad City Library on Dove Lane.

- Manage the Georgina Cole Library, Library Learning Center, facilities, budget and collections.
- Coordinate library-wide volunteer services and programs, library vehicle maintenance, and daily courier service.
- Maintain awareness of the community's needs and coordinate operations with other City departments.
- Participate in and promote public education pertaining to historic areas and sites.

Circulation

- Circulation staff circulates print and non-print materials to all library patrons; issues library cards to borrowers; collects fees and fines; tracks overdue items; sorts and shelves all incoming library materials; and serves as a first point of inquiry and direction for patrons entering the Library.
- Staff coordinates Carlsbad's participation in county-wide delivery and return of Serra Cooperative member library materials.

Reference

Reference Librarians assist the public with information needs; provide instruction in the use of resources; and perform research for the public, local business, and government; and locate library materials for patrons. Reference support staff provides interlibrary loan service; updates reference sources, and staffs public service desks.

- Librarians respond to in-person, telephone, and email reference questions; provide instruction classes and tours; select books and other materials; facilitate book clubs; administer services to homebound patrons and provide assistance to the public with access to the Internet and software programs on public access computers

WORKLOAD STATISTICS:

	<u>2006-07</u>	<u>2007-08</u>
Library Visits	254,233	230,619
Computer Users	29,870	54,112
Wireless users	6,200	7,867
Reference Questions	77,061	84,357
Children's/Teen Programs	380	609
Children's/Teen Program Attendance	8,949	14,934
Circulation	387,709	383,488
Genealogy Programs	63	63
Genealogy Program Attendance	3200	2,771
Genealogy In-House Usage	25,200	24,400

PROGRAM: GEORGINA COLE LIBRARY **PAGE TWO**
FUND: GENERAL
PROGRAM GROUP: LIBRARY ACCT NO. 0014010/0014015-16/0014025/0014035/0014069

- Periodicals staff manages a collection of 240 magazines and 12 newspapers and related back files.
- Computer lab staff provides assistance with public access to the Internet and other software programs.
- History Room staff provides and maintains a repository for collecting, preserving, and researching local history and reply to community and City needs for historic photos and information.

Youth Services

The Youth Services Division supports the informational, recreational, literacy and cultural needs of young patrons from babies through teens, as well as their parents, caregivers and teachers.

- Plan, schedule and conduct fun and educational year-round programs for youth of all ages which promote the Library as a positive place, encouraging early and traditional literacy as well as other forms of literacy such as information, computer, and cultural literacy.
- Introduce youth to literature and promote early family learning through interactive story time and craft programs.
- Answer reference questions and readers' advisory inquiries using print and non-print resources.
- Provide Internet-accessible computers for research, homework and recreational use.
- Provide entertaining and educational social activities and programs for teens encouraging library use and lifelong learning.
- Work with other youth-related organizations to promote Library services and outreach to the community.
- Provide classroom visits, library instruction and tours for children, teens and other youth-related groups.

Genealogy Services

The Genealogy Division provides reference and instructional assistance to patrons researching their ancestry. Genealogy staff manages the selection, classification, and organization of a 23,000 volume collection, 9,000 microfilm rolls, 150,000 microfiche, and 75 compact discs. It is a collection of excellence that draws researchers from all over the nation.

- Respond to in-person and telephone reference requests; provide individual patrons with a general introduction to the collection; provide instruction on the use of the catalog and other finding aids; instruct on the use of various equipment including computers, and microfilm/fiche readers and printers.
- The North San Diego Genealogical Society (NSDGS) has been a support group for this collection for 30 years. The Division works with and assists the Society in fund-raising for the acquisition of materials for the collection and in instructional programs.

KEY ACHIEVEMENTS FOR 2008-09:

- Atrium area drainage, lighting, and seating improvements completed.
- Implemented integrated Core cashiering system which includes ability for patrons to pay fines/fees with debit/credit cards.

SIGNIFICANT CHANGES:

- Moved all public computer classes from the Cole Children's Lab to the Library Learning Center to take advantage of the computer lab at the LLC and provide patrons with a better learning environment.
- Transferred 0.3 part-time positions to the Library Learning Center to better allocate resources.
- Part-time hours equating to 0.2 of a part-time position have been unfunded in Cole Library administration area for technical support for implementing new strategic initiatives which have been delayed one year, due to the economic recession.

PROGRAM: CARLSBAD CITY LIBRARY
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: LIBRARY

ACCT NO. 0014070-4095,1754010

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$2,587,719	\$2,625,201	\$2,668,146	\$2,719,626
MAINTENANCE & OPERATIONS	1,311,798	1,336,164	1,025,987	1,175,394
CAPITAL OUTLAY	304,412	46,480	1,800	0
GRAND TOTAL	\$4,203,929	\$4,007,845	\$3,695,933	\$3,895,020
FULL TIME POSITIONS	20.25	20.25	19.50	19.50
HOURLY/FTE POSITIONS	32.10	25.70	25.70	25.70
GENERAL FUND	\$4,197,089	\$3,990,170	\$3,687,933	\$3,887,520
SPECIAL REVENUE	6,840	17,675	8,000	7,500
TOTAL FUNDING	\$4,203,929	\$4,007,845	\$3,695,933	\$3,895,020

WORK PROGRAM:

The Carlsbad City Library on Dove Lane is located in South Carlsbad. Services include print and non-print materials, reference and information, computer labs for adults and children, special programs, an art gallery, and the Friends of the Library bookstore, as well as an auditorium and meeting room.

PROGRAM ACTIVITIES:

Administration

Administration provides leadership for the Carlsbad City Library system; plans for the growth of resources and facilities; manages all budget and fiscal matters; coordinates relations with local and State government, the Library Board, the Friends of the Library, the Carlsbad Library and Arts Foundation, and the Serra Cooperative Library System.

- Prepare department budget; process invoices, and requisitions; monitor expenditures; maintain fiscal records.
- Handle grants and reports at local and State levels.
- Develop and plan technology solutions to effectively deliver library services.
- Provide leadership for the Library's divisions.

Circulation

The Circulation Division registers Library patrons and manages the circulation, sorting and shelving of library materials.

- Register library patrons and Internet users; check out and in, renew, reserve, sort, and shelve library materials; process and mail overdue and reserve notices; collect fines and fees; rent audio-visual equipment; handle phone calls
- Enroll visually impaired patrons in the Braille Institute; exchange and provide repair for malfunctioning machines.
- Notify patrons via email, telephone, and standard mail of overdue items and availability of requested materials.

Reference

Reference Librarians assist the public with information needs; provide instruction in the use of resources; and perform research for the public, local business, and government; and locate library materials for patrons. Reference support staff provides interlibrary loan service; updates reference sources; staffs public service desks; and offers a range of book clubs.

WORKLOAD STATISTICS:

	<u>2006-07</u>	<u>2007-08</u>
Library Visits	386,939	405,088
Computer Users	41,715	90,102
Wireless Users	7,271	6,466
Reference Questions	139,802	157,385
Children's/Teen Programs	443	488
Children's/Teen Program Attendance	21,913	22,018
Circulation	884,578	895,055

PROGRAM: CARLSBAD CITY LIBRARY
FUND: GENERAL
PROGRAM GROUP: LIBRARY

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ACCT NO. 0014070-4095, 1754010

PROGRAM ACTIVITIES (continued):

- Librarians respond to in-person, telephone, and email reference questions; provide instruction classes and tours; select books and other materials; and facilitate book clubs.
- Information Desk staff provides directional information and answers basic reference questions.
- Periodicals staff manages a collection of 340 magazines and 32 newspapers and related back files.
- Computer lab staff provides assistance with access to the Internet and other software programs.
- Young Adult Services staff develops programs and activities that encourage and support library use by teens.

Children's

The Children's Division supports youth from infancy through middle school by meeting their informational, recreational, literacy development and cultural needs. The Division also assists parents, teachers and adult students through a variety of resources.

- Respond to in-person and telephone reference questions and provide readers' advisory assistance using print and non-print resources.
- Plan and implement a variety of programs that promote learning and literacy, e.g., storytimes, puppet shows and special holiday events.
- Work with other child-oriented organizations to promote library services and outreach to the community.
- Offer after-school volunteer homework assistance, , group tours and library skills instruction.
- Provide youth and parent access to Internet resources through the Leichtag Family Foundation Computer Lab.
- Offer age-appropriate introductory sessions on Microsoft Word, PowerPoint and other programs students need to achieve academic success.

KEY ACHIEVEMENTS FOR 2008-09:

- Changed layout, signage and lighting to make users more comfortable and likely to have success with their visits to the Library.
- Safer and more convenient drive thru book drop constructed.
- Sound mitigation measures installed.

KEY GOALS FOR 2009-10:

- Credit/debit option will improve service and help move more circulation to the self-serve model (self-check).
- Safer design for parking lot/curb area constructed.
- Improved internal services through reorganization and relocation of Graphics and Media Services divisions.

SIGNIFICANT CHANGES:

- Due to the economic recession, at this time, the department will be eliminating the outside surveys which assist in strategic planning and determining performance measures.
- The department will delay planned strategic initiatives for one year as a result of the economic recession. Initiatives will be carried out at a later date. Core services will continue to be maintained. Due to this delay, hours equating to 0.3 of a part-time position have been unfunded in the Carlsbad City Library administration area for technical support for implementing new strategic initiatives.

PROGRAM: LIBRARY LEARNING CENTER
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014030/0014055

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$272,244	\$316,317	\$457,500	\$459,193
MAINTENANCE & OPERATIONS	99,009	109,242	71,182	359,301
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$371,253	\$425,559	\$528,682	\$818,494
FULL TIME POSITIONS	2.00	2.00	2.75	2.75
HOURLY/FTE POSITIONS	3.40	4.00	5.00	5.40

WORK PROGRAM:

The Library Learning Center serves as a resource to foster life-long learning through its support of early literacy, family literacy, and adult literacy programs and activities. In addition to serving as a regular library facility, the Learning Center provides two user-focused programs, Bilingual Services and Literacy Services. Learning Center staff actively network with community agencies and organizations, as well as the school district, to provide outreach, presentations, information about library services, and the promotion of reading, literature, and library use to our diverse community.

PROGRAM ACTIVITIES:

Bilingual Services offers a welcoming and culturally sensitive environment that enables Spanish-speaking residents and non-traditional library users to obtain information, to access technology, and to find library materials. Services include a Spanish language and bilingual Spanish-English print and media collection, bilingual literature-based programs for children, homework assistance, and Spanish language computer classes.

Literacy Services provides learning assistance in reading, writing, comprehension, math, and life skills to English-speaking adults and students participating from Carlsbad High. New learners are assessed to determine literacy needs and recommend appropriate curriculum to assist in meeting learning goals. The program also provides orientation, training, and on-going support to new and established volunteer tutors to help them foster the development of positive self-esteem in their learners and the practical application of literacy skills in the home, workplace, and community.

WORKLOAD STATISTICS:

	2005-06	2006-07	2007-08
Library Visits	22,962	24,105	27,087
Program Attendance	3,958	3,645	3,940
Computer users	6,678	9,061	8,876
Reference questions	3,982	2,940	3,199
Circulation	11,181	11,375	13,068
Literacy Learners	161	160	145
Literacy volunteer tutors	94	115	114
Literacy volunteer hours donated			11,836

PROGRAM: LIBRARY LEARNING CENTER
FUND: GENERAL
PROGRAM GROUP: LIBRARY

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ACCT NO. 0014030/0014055

KEY ACHIEVEMENTS FOR 2008-09:

- Construction was completed on the new 11,000 square-foot Library Learning Center. The Grand Opening Celebration was held on August 23, 2008, and the building opened to the public on August 25. The California State Library awarded Literacy Services three part-time (900 hours/12 months each) federal AmeriCorps members for January – December 2009.
- Literacy Services was selected by the State Library as one of only four sites in California to host the Adult Learner Leadership Institute, a program which focuses on literacy leadership and advocacy by and for learners.
- At mid-year, 100% of the adult learners enrolled in the Literacy program had achieved at least one learning goal, such as reading a book, getting a library card, reading to their children, or getting a job.
- A core level of services was maintained and an on-going increase in use of the Learning Center was managed with existing staff.
- The CORE cashing system was implemented.
- The materials collections were expanded to include graphic novels, more English language materials, and more media formats.

KEY GOALS FOR 2009-10:

- Coordinate and implement an early literacy skills focus into revised and enriched children's programming.
- Explore the possibility of partnering with local agencies and/or educational institutions to provide ESL classes on site.
- Collaboration between Bilingual and Literacy Services staff to initiate joint programs.
- Identify and quantify the need for youth tutoring to prepare for future implementation of a youth literacy program.
- Increase the number of hourly FTE positions to fully sustain the current level of use of the Learning Center; NOTE: implementation of identified goals are contingent upon hourly FTE positions being added beyond the maintenance of service need.
- Assist with the recruitment and orientation of a new Principal Librarian as manager of the Learning Center.

SIGNIFICANT CHANGES:

- The opening of the new Library Learning Center in August 2008 has allowed the bilingual staff (formerly the Centro de Información) and the literacy staff (formerly the Adult Learning Program) to combine forces in a single building that has two stories and is four times as large as their previous locations. The FY 2009-10 budget, as well as the historical amounts presented here, reflect data for both former programs combined into a single new program called the Library Learning Center.
- A transfer of 0.3 part-time positions were transferred to the Library Learning Center from the Cole Library to better allocate resources.
- A transfer of 0.1 part-time positions occurred from Library Collections to the Library Learning Center
- The Learning Center is now the site for all English-language computer classes formerly offered to the public at the Georgina Cole Library.

PROGRAM: TECHNICAL SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014040

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$598,228	\$645,100	\$684,690	\$707,304
MAINTENANCE & OPERATIONS	86,746	128,796	106,090	91,606
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$684,974	\$773,896	\$790,780	\$798,910
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	2.50	2.50	2.50	2.50

WORK PROGRAM:

The Technical Services Division catalogs and prepares library materials for public use; maintains the Library's on-line database; and manages the library's circulation system, on-line catalog, and related automated programs.

PROGRAM ACTIVITIES:

Cataloging

- Catalogs newly purchased print, audiovisual, and microform materials.

Database Maintenance

- Adds new items to the on-line database and deletes information on lost or discarded materials.
- Provides physical processing of newly added materials.
- Repairs damaged materials and arranges for binding and re-binding.

Integrated Library System (Includes Circulation System and On-Line Catalog)

- Manages the Library's integrated library software, including the catalog interface.
- Coordinates installation of software upgrades and related documentation and training.
- Generates daily, monthly, and annual statistical and system management reports.

WORKLOAD STATISTICS:

	<u>2005-06</u>	<u>2006-07</u> <u>2007-08</u>
Items cataloged & processed	31,866	36,928 37,936
Items handled for binding	2,142	1,473 1,334
Items withdrawn	30,049	35,081 39,248

KEY ACHIEVEMENTS FOR 2008-09:

- Made multiple database modifications required for the new Library Learning Center, including changing facility names and modifying item information for almost all materials shelved at the new facility.
- Implemented configuration changes to support new collections and loan periods
- Provided custom statistical reports to support multiple Library projects.

KEY GOALS FOR 2009-2010:

- Implement upgrade to integrated library system software in fall 2009.

SIGNIFICANT CHANGES:

- None.

PROGRAM:
FUND:
PROGRAM GROUP:

COLLECTION DEVELOPMENT & ACQUISITIONS
GENERAL/SPECIAL REVENUE
LIBRARY

ACCT NO. 0014045/1454010-11

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$193,448	\$192,011	\$209,295	\$209,980
MAINTENANCE & OPERATIONS	912,317	1,075,082	945,119	898,480
CAPITAL OUTLAY	6,069	0	0	0
GRAND TOTAL	\$1,111,834	\$1,267,093	\$1,154,414	\$1,108,460
FULL TIME POSITIONS	2.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	0.60	0.60	0.60	0.50
GENERAL FUND	\$997,306	\$1,198,274	\$1,129,414	\$1,102,460
SPECIAL REVENUE	114,528	68,819	25,000	6,000
TOTAL FUNDING	\$1,111,834	\$1,267,093	\$1,154,414	\$1,108,460

WORK PROGRAM:

Coordinate the selection of materials and plan collection development for all libraries. Allocate and monitor all materials budgets. Order and receive all print and non-print materials.

PROGRAM ACTIVITIES:

Planning

- Plan for new materials formats to add to collection.

Budgeting

- Prepare division and library-wide materials budgets; monitor expenditures for division and materials.

Coordinate Selection of Materials

- Coordinate selection and ordering of print and non-print materials.

Weeding

- Keep collection current by removing outdated and unused materials.

WORKLOAD STATISTICS:

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>
Orders Placed	1,246	1,333	1,294
Items Received	27,496	28,816	31,776
Donations Added	1,740	1,247	1,100

KEY ACHIEVEMENTS FOR 2008-09:

- Introduced new collection of circulating video games.
- Managed mid-year budget cuts to materials allocations.

KEY GOALS FOR 2009-10:

- Manage changes in Acquisitions module with upgrade to new version of Sirsi.

SIGNIFICANT CHANGES:

- Sustained reduced materials budget.
- Transferred 0.1 part-time position to the Library Learning Center.

PROGRAM: MEDIA SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014050

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$241,591	\$227,005	\$255,359	\$247,070
MAINTENANCE & OPERATIONS	50,691	55,440	49,775	43,133
CAPITAL OUTLAY	33,313	69,765	0	0
GRAND TOTAL	\$325,595	\$352,210	\$305,134	\$290,203
FULL TIME POSITIONS	2.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	2.30	2.30	2.30	2.30

WORK PROGRAM:

The Library's Media Division provides a wide range of event management services and related activities in support of programs staged in the Library's Schulman Auditorium and Gowland Meeting Room. Responsibilities include: overseeing operations, marketing of facilities and services, program support, scheduling, training, and providing technical support for patrons and other user groups. Event services provided include: theater lighting and sound, presentation technology and multi-media support. Production services enable events to reach broader community audiences via circulating library collections, cable TV, and the internet.

PROGRAM ACTIVITIES:

Programming Support

- Provide quality support for community groups using Ruby G. Schulman Auditorium and the Gowland Meeting Room. Provide technical support and production recordings as needed.

Media Production

- Provide various video production services in support of the Carlsbad Library Hour and Public Service Announcements.
- Facilitate City's phone system "hold" recordings.

WORKLOAD STATISTICS:

	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>
Events Supported	783	840	805
Program Attendance	45,601	48,035	42,145
Media Productions	17	17	15
Revenue	\$79,183	\$71,246	\$76,620

PROGRAM: MEDIA SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY

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ACCT NO. 0014050

KEY ACHIEVEMENTS FOR 2008-09:

- Thorough clearing of obsolete supplies, equipment, and paper files
- Upgraded auditorium sound system.

KEY GOALS FOR 2009-10:

- Archive and catalog pertinent photos being stored in Media Services.
- Reorganization of Media Services and Graphics for increased efficiencies..

SIGNIFICANT CHANGES:

- Retirement of long-time Media Services Manager has led to reshaping the position in conjunction with reorganization.

PROGRAM: PROGRAMS, EXHIBITS AND GRAPHICS
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: LIBRARY

ACCT NO. 0014060

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$220,895	\$241,194	\$245,855	\$149,485
MAINTENANCE & OPERATIONS	56,275	76,046	62,379	54,640
CAPITAL OUTLAY	22,807	0	0	0
GRAND TOTAL	\$299,977	\$317,240	\$308,234	\$204,125
FULL TIME POSITIONS	2.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	2.15	1.75	1.75	1.75

WORK PROGRAM:

Coordinate marketing and public relations for library programs and services. Oversee the Library's adult programs, production of library publications and Library Web site.

PROGRAM ACTIVITIES:

Marketing & Public Relations

- Market and publicize library programs and services.
- Coordinate web site communications.

Programming

- Plan and execute programs including author lectures, play readings, film series, poetry readings and writing workshops, and concert series.

Graphic design and printing

- Design and layout library flyers, calendars, brochures and forms. Print in-house or coordinate outsourcing of printing.

Budgeting

- Monitor expenditures for division.

KEY ACHIEVEMENTS FOR 2008-09:

- Rollout of Library logo and redesign of marketing materials to include Library Learning Center.
- Redesign work begun for Library web site and training completed on SharePoint.

KEY GOALS FOR 2009-10:

- Launch new Library Web presence.
- Reorganize Graphics and Media Services divisions for increased efficiency.

SIGNIFICANT CHANGES:

- Due to the economic recession, the Community Coordinator position will be downgraded and left unfunded in conjunction with reorganization. Combining for staff efficiencies with the Media Services Specialist will allow for reorganization of these two positions.

PROGRAM: CULTURAL ARTS
FUND: VARIOUS
PROGRAM GROUP: CULTURAL ARTS

SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$587,077	\$618,987	\$617,984	\$622,744
MAINTENANCE & OPERATIONS	321,259	340,893	513,041	300,161
CAPITAL OUTLAY	0	9,696	0	0
GRAND TOTAL	\$908,336	\$969,576	\$1,131,025	\$922,905
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	3.25	3.25	3.25	3.25

PROGRAM DESCRIPTION:

The Arts Office builds a sense of community in Carlsbad by offering a wide range of performing and visual arts programs, youth and family educational activities, artist support services, and publications. These programs and services, designed to engage and enrich the individual and the community, strive to encourage lifelong learning in the arts and to make the arts and culture an accessible and integral part of the community's life.

KEY ACHIEVEMENTS FOR 2008-09:

- Produced 58 performing arts-oriented events attracting approximately 80,000 people.
- Presented five new visual art exhibitions in the Cannon Art Gallery and one new exhibition in the Sculpture Garden, attracting over 30,000 visitors.
- Continued to present the Three-Part-Art arts education program including lesson workbooks, guided exhibit tours, and creative workshops. Approximately 5,000 Carlsbad students and adult chaperones served.
- Presented four Family Open Studio events (hands-on art activities associated with gallery exhibitions), attracting over 1,200 participants.
- Awarded Community Arts Grants: four in the Organizations/Artist Partnerships category; 13 in the Arts Education category, resulting in the community presentation of more than 65 performances, exhibits, and special projects.
- Partnered with San Diego Opera, Carlsbad Music Festival, Museum of Making Music and the Carlsbad City Library on a variety of public programs.
- Provided information services via the city Web site, direct mail, telephone, program rack cards, exhibition brochures, Arts Brag (for schools), and Arts News (for the general public).
- Hosted homestay visit of students from Sister City, Futtsu, Japan, and celebrated 20th anniversary of that relationship.
- Images of all works in the city's Public Art Collection uploaded and made available to the public on the city's web site.
- Conserved four works of art in the Public Art Collection and installed them in the Cole Library-Arts Office vicinity for better public access and enjoyment.

KEY GOALS FOR 2009-10:

Top-Quality Services

- Expand fund-raising activities and collaborative projects, including collaboration with Carlsbad Magazine on the TGIF souvenir program and corporate sponsorship of TGIF concerts.
- Expand fundraising initiatives for arts education programs.
- Promote, train, and utilize volunteers and artists in providing services for Arts Office programs.
- Develop and strengthen arts organizations and provide cultural opportunities through Community Arts Grant program.
- Advise Carlsbad Friends of the Arts with its administrative issues and fundraising efforts.

PROGRAM: CULTURAL ARTS
FUND: VARIOUS
PROGRAM GROUP: CULTURAL ARTS

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SUMMARY

KEY GOALS FOR 2009-10 (continued):

Learning, Culture & Arts

- Continue to implement gallery arts education services and to work with school districts serving Carlsbad on arts education, with special emphasis on the Gallery's Three-Part-Art program
- Offer community-wide, educational opportunities for children and adults, such as the Family Open Studios and Art At Jazz programs.
- Expand audiences for jointly produced Carlsbad Music Festival, a 3-day series of concerts of contemporary, classical music presented in the Schulman Auditorium.
- Present five new exhibitions in the Cannon Art Gallery and one new exhibition in the Sculpture Garden.

Citizen Connection

- Expand awareness and impact of the Sculpture Garden exhibitions and new installations in the Cole Library-Arts Office vicinity.
- Develop web-based map of works in the Public Art Collection for easier public access to the works.

PROGRAM: ARTS OFFICE
FUND: GENERAL FUND
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 0014062-65/0014067-68/
1424067/1754065

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$569,424	\$596,428	\$597,684	\$599,264
MAINTENANCE & OPERATIONS	288,434	287,072	444,131	224,356
CAPITAL OUTLAY	0	9,696	0	0
GRAND TOTAL	\$857,858	\$893,196	\$1,041,815	\$823,620
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	2.59	2.59	2.47	2.43
GENERAL FUND	\$845,946	\$879,656	\$994,915	\$796,120
SPECIAL REVENUE	11,912	13,540	46,900	27,500
TOTAL FUNDING	\$857,858	\$893,196	\$1,041,815	\$823,620

WORK PROGRAM:

Implement the goals and policies of the City Council and the Arts Element of the City General Plan to develop, plan, promote and carry out visual and performing art programs and activities to create a climate that encourages cultural and artistic development in Carlsbad and to enhance the educational opportunities for all segments of the community.

PROGRAM ACTIVITIES:

Volunteers

- Utilize volunteers for mailings, gallery events, jazz concerts, summer art camps, Three-Part-Art, etc. Provide training for volunteers, artists, arts organizations, and gallery docents and attendants.

Programs

- Produce ten jazz concerts in the parks during the summer 2009 season; produce nine concerts during the summer 2010 season.
- Offer educational programs on arts and culture for children and adults.
- Offer performing arts programming at the Schulman Auditorium and other Carlsbad locations.
- Offer three weeks of Creative Arts Camp and three weeks of Club Pelican (a nature & art camp).
- Present five new exhibitions in the Cannon Art Gallery and one new exhibition in the Sculpture Garden.

Information

- Produce a calendar/newsletter three times per year.
- Produce ArtsBrag, an arts education newsletter three times a year.
- Keep the Arts Info Line up-to-date for 24-hour call-in access.
- Provide information, opportunities, and resources to artists, citizens, and the press.
- Provide educational materials for teachers on three (3) gallery exhibitions via the Three-Part-Art education program and printed materials for exhibitions via brochures and exhibition catalogues.
- Offer arts information on the city's web page.

PROGRAM: ARTS OFFICE
FUND: GENERAL FUND
PROGRAM GROUP: CULTURAL ARTS

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ACCT NO. 0014062-65/0014067-68/
1424067/1754065

WORKLOAD STATISTICS:

<u>Delivery of Top-Quality Services</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>
Arts Office Events/Attendance	42/65,000	46/75,000	45/80,000
Community Grants Awards/Budget	21/24,000	21/25,000	17/25,000
<u>Educational Opportunities – Information Services</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>
Newsletters (Issues/Distribution)	4/20,000	4/20,000	4/20,000
Special Publications (Per Year/Distribution)	20/26,000	23/30,000	19/25,000
Arts Info Line Calls (Monthly)	230	250	20
<u>Diverse Economic Opportunities</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>
Grants and Contributions	\$71,000	\$70,000	\$65,000

SIGNIFICANT CHANGES:

- Produce nine TGIF Jazz in the Parks concerts during the 2010 summer season instead of the usual ten concerts; reduction due to logistical conflicts with La Costa Canyon High School graduation ceremonies.
- Reduce production of Arts News (newsletter) from four issues per year at 12 pages per issue down to three issues per year at eight pages per issue for budget savings.
- The Arts Office transferred 0.04 of a part-time position to assist with Cultural Arts donations.

PROGRAM: SISTER CITY
FUND: GENERAL FUND
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 0014066

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	8,542	8,807	1,650	7,230
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$8,542	\$8,807	\$1,650	\$7,230
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Coordinate Sister City relationship with the City of Futtsu, Japan and Karlovy Vary, Czech Republic.

PROGRAM ACTIVITIES:

Coordinate Sister City Program

- Arrange, host, and conduct visits by delegations as needed.
- Coordinate ongoing cultural and educational exchange projects.
- Develop public programs for Carlsbad audiences related to Sister Cities' cultures and program philosophy.

Actively Pursue the Contribution of Funds for the Sister City Program

- Coordinate programs including fund-raisers, festivals, and scholarship exchange programs, and raise funds for such programs.

SIGNIFICANT CHANGES:

- None

PROGRAM: CULTURAL ARTS DONATIONS
FUND: SPECIAL REVENUE FUND
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 14840XX

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$17,653	\$22,559	\$20,300	\$23,480
MAINTENANCE & OPERATIONS	24,283	45,014	67,260	68,575
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$41,936	\$67,573	\$87,560	\$92,055
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.66	0.66	0.78	0.82

WORK PROGRAM:

Provide a variety of cultural arts programs to all Carlsbad residents.

PROGRAM ACTIVITIES:

Continue Cultural Arts Programming

- During the summer 2009 season, present ten (10) jazz concerts in City parks; during the summer 2010 season, present nine (9) concerts.
- Produce and distribute jazz concert souvenir program, produced in collaboration with Carlsbad Magazine.
- Offer Three-Part-Art programs to 3rd and 4th graders in Carlsbad.

Actively Pursue the Contribution of Gifts and Funds for the Arts

- Seek out corporate sponsorships for advertising in jazz souvenir program and for underwriting jazz concerts.
- Assist Friends of the Arts in fundraising efforts at jazz concerts.
- Seek out contributions and donations for Cannon Art Gallery's Three-Part-Art education program.

PERFORMANCE MEASURES:

- During the summer 2009 season, present ten (10) jazz concerts in City parks with an attendance total of over 40,000.
- Raise over \$49,000 in contributions. \$31,000 for TGIF Jazz; \$18,000 for Three-Part-Art.

SIGNIFICANT CHANGES:

- Number of jazz concerts reduced by one (1) for the 2010 summer season, due to logistical conflicts with La Costa Canyon High School graduation ceremonies.
- The Arts Office transferred 0.04 part-time positions to assist with Cultural Arts donations.

PROGRAM: PARKS AND RECREATION
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: PARKS AND RECREATION

SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$6,951,411	\$7,119,055	\$7,557,658	\$7,652,150
MAINTENANCE & OPERATIONS	5,309,054	5,561,833	5,670,479	5,734,305
CAPITAL OUTLAY	331,471	390,525	20,500	0
GRAND TOTAL	\$12,591,936	\$13,071,413	\$13,248,637	\$13,386,455
FULL TIME POSITIONS	71.85	71.95	72.45	72.10
HOURLY/FTE POSITIONS	58.35	61.65	61.65	61.76

PROGRAM GROUP DESCRIPTION:

With guidance from the City Council and assistance from various City departments, the Parks and Recreation Department provides diversified recreation facilities, parks, trails and programs for all ages of the population that live, work and/or recreate in Carlsbad. The department is responsible for planning future parks sites and trails, the maintenance of parks, Downtown Village landscapes, trails, street trees, and median planters, as well as the operations of community centers and recreation programs including senior activities, youth and adult sports programs and leagues, special events, camps, preschool combined with a parent education component, instructional classes, teen programs, facility rentals, aquatics, senior nutrition (home meal and congregate services through the Senior Center), and senior transportation programs. The department also operates several community centers/gymnasiums and two historic sites: Magee Park and Leo Carrillo Ranch Historic Park.

Staff resources also support the Parks & Recreation Commission and the Senior Commission, both of which act in an advisory capacity to the City Council on matters pertaining to parks, landscapes, street trees,, recreation programs, senior activities, and related facilities.

KEY ACHIEVEMENTS FOR 2008-09:

- The Recreation Department combined with the Park Maintenance, Trails, Street Tree Maintenance, and Median Maintenance Divisions to form the new Parks and Recreation Department.
- The merger between Parks & Recreation created management efficiencies as well as the opportunity to reallocate both full-time and part-time staff by sharing responsibilities between programs and services.
- Established a cost recovery model and resource allocation methodology for determining self-sustaining levels for various divisions in Parks and Recreation.
- Assumed ownership and maintenance responsibility for an additional 3.3 miles of the Citywide trails system.
- Completed construction of additional picnic shelters at Calavera Hills and Stagecoach Community Parks.
- Continued management, design, and analysis of the Alga Norte Park and Aquatics Center project.
- Completed the construction, grand opening of seven additional tennis courts at Poinsettia Park, and determined an operating model.
- Improved staff development, communication, and teamwork through a series of "All Hands" meetings.
- Completed the rental area expansion at Leo Carrillo Ranch.
- Completed the Leo Carrillo Ranch Barn Stabilization project.
- Launched the Adopt-a-Trail sponsorship and volunteer program to support trail maintenance and improvement projects.
- The Parks & Recreation Commission focused on community outreach by rotating the commission meetings to the different community centers and facilities. This gave the community a chance to talk about local topics, share their suggestions and concerns, and to get to know the Commissioners.
- Continued to implement the Recreation Department's Strategic Plan to define and reinforce the core concepts of promoting access to open space, providing safe places to gather, creating lifelong learning opportunities, promoting fitness opportunities, and building a stronger community.

KEY ACHIEVEMENTS FOR 2008-09 (continued):

- Maintained, preserved, and enhanced 348 acres of parks, school athletic fields, Downtown Village streetscapes, beach accesses, and landscapes at various civic facilities. This included the maintenance of 16 parks and 15 special use areas; the oversight of maintenance activities and the supplemental monitoring of designated undeveloped park land and open space areas; and providing maintenance/refurbishment services to the Recreation Division, other city departments, and community groups.
- Maintained existing citywide trails and constructed selective new trails with the assistance of trail volunteers.
- Performed trail improvements and installed amenities, in accordance with Trail Master Plan.
- Inspected and augmented contract maintenance of Coastal Rail Trail areas with city staff.
- Continued processing acceptance agreements from previously rejected Irrevocable Offers of Dedication (IOD) for the citywide trail easements.
- Focused on street tree maintenance in the Downtown Village to address City Council's priority for the area.
- Refined, supported, administered, and inspected the contracted Block by Block Street Tree Pruning Program.
- Responded to approximately 600 street tree service requests, and provided storm, or other emergency assistance as necessary.
- Accepted new street trees within approved developments, and replanted street trees within vacancies created by prior removals, in accordance with the Community Forest Management Plan.
- Administered and oversaw contract for landscape maintenance of approximately 60 acres of medians planters. Maintenance included litter control, weed abatement, pruning, pesticide and fertilizer application, shrub/tree replacements, and irrigation repairs/adjustments.
- Augmented the contract landscape maintenance with city staff on high profile medians in the Downtown Village area (approximately 3 acres), and various other city-wide medians.

KEY GOALS FOR 2009-10:

- Continue to refine and educate our stakeholders about our cost recovery model for determining self-sustaining levels for various divisions in Recreation.
- Create a new strategic plan.
- Pursue agency accreditation through National Recreation and Parks Association NRPA.
- Establish a skatepark community fundraising group.
- Finalize Lake Calavera trail plan and open these trails to the public.
- Provide client department support during the grading of the Alga Norte Park project and completion of construction of the Poinsettia Park Parking Lot Project.
- Continue to investigate and analyze the most efficient operations/management plan for the Alga Norte Aquatics Center.
- Provide in-house design and coordination of various small park improvements and provide assistance to other departments on design issues.
- Provide project management for specialized park projects (e.g. Carrillo Barn, various shade structures within parks, etc.).
- Participate in Envision Carlsbad (General Plan update)
- Explore options to fund future park development projects, programs and operations, including pursuing public/private partnerships, sponsorships, and grant opportunities.
- Continue to promote and support a safe environment to gather for all facility users and program participants through continued emphasis and multi-agency support of the Department's T.R.U.S.T. program.
- Continue to streamline and consolidate administrative services and marketing programs to clearly and consistently communicate with our citizens about our various programs, services and events.
- Prepare monthly agendas for the Parks and Recreation and Senior Commissions that address relevant issues and inspire community involvement.
- Provide and encourage a variety of professional training opportunities to all staff members.
- Promote the use of volunteers in providing City services in the Recreation Department.
- Initiate an "Experience Recreation" program to improve communications, build support networks, and offer opportunities to develop new skills for all department staff.
- Begin to develop and implement a portion of the interpretive sign program at Leo Carrillo Ranch.
- Incorporate park site improvements/additions into the ongoing maintenance responsibilities.
- Address the capital outlay items that are outstanding within selective park sites.
- Presuming the formal development of the Calavera Hills Trails and Trailhead are approved during 2009-10, absorb and manage the additional trail construction and maintenance responsibilities.

PROGRAM: PARKS AND RECREATION
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: PARKS AND RECREATION

PAGE THREE

SUMMARY

SIGNIFICANT CHANGES:

- The Park Maintenance, Trails, Street Tree Maintenance, and Median Maintenance Divisions, formerly with the Public Works Department, were merged with the Recreation Department in January 2009. This reorganization will provide greater opportunities to coordinate and collaborate on mutually beneficial projects and responsibilities. Combined budgets, as well as combined results for previous years, are reflected here.
- The merger of the Parks and Recreations divisions created management efficiencies as well as an opportunity to reallocate both full-time and part-time staff by sharing responsibilities and projects between programs and services. Personnel reallocations among the various divisions are reflected in the individual program summaries following.
- The Recreation Division is adjusting its departments and program groupings to better clarify the department's organization and cost structures, including the following changes:
 - The Agua Hedionda Lagoon Permits program is now reported combined with the Aquatics program.
 - Park Planning & Recreation Management has absorbed the Parks and Recreation Commission Division since they were both working on similar activities. The combined activities continue to all be reported in the Park Planning and Recreation Management program summary.
 - Youth Sports & Adult Sports have been combined to create efficiencies. The combined activities continue to be reported in the Recreation-Fee Supported program summary.
 - The Marketing and Graphics activities have been absorbed with Recreation Enrichment Classes. The combined activities continue to be reported in the Recreation-Fee Supported program summary.
 - The amount of time managers work on global issues that benefit the overall department translates into 20% of their time. The costs associated with this time is now included with Park Planning and Recreation Administration.
- The Coastal Rail Trail landscape maintenance agreement was re-bid in FY 2008-09 as part of the greater parks and facilities landscape contract. Maintenance/inspection efficiency and cost effectiveness will be achieved by combining this trail with other parks and facilities landscapes.
- Added four miles of trails maintenance to citywide inventory, bringing the trails total to 38 miles.
- The Adopt-a-Trail sponsorship and volunteer program was accepted by the City Council to support trail maintenance and improvement projects.
- Due to the economic recession, the Parks and Recreation Department worked with other city departments to reduce costs in the FY 2009-10 budget. The significant impacts of those reductions are included in the individual Program Summaries following.

PROGRAM: PARK PLANNING
& RECREATION MANAGEMENT
FUND: GENERAL FUND/SPECIAL REVENUE
DEPARTMENT: PARKS & RECREATION
PROGRAM GROUP: COMMUNITY SERVICES

ACCT NO. 0014510
1404515/1494502-505

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$839,699	\$633,776	\$612,608	\$1,191,405
MAINTENANCE & OPERATIONS	413,330	477,746	461,488	261,601
CAPITAL OUTLAY	45,500	53,371	9,500	0
GRAND TOTAL	\$1,298,529	\$1,164,893	\$1,083,596	\$1,453,006
FULL TIME POSITIONS	5.50	5.50	6.00	9.70
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.50
GENERAL FUND	\$1,277,179	\$1,156,670	\$990,396	\$1,380,206
SPECIAL REVENUE	21,350	8,223	93,200	72,800
TOTAL FUNDING	\$1,298,529	\$1,164,893	\$1,083,596	\$1,453,006

WORK PROGRAM:

The Park Planning and Recreation Management Division within the Parks and Recreation Department provides administrative support for the City's ongoing recreation programs, park and community center activities, trails, and park development efforts. (The administrative support for the Park Maintenance, Trails, Street Tree Maintenance, and Median Maintenance Divisions are listed in their respective program summaries). The Division also provides staff support to the Parks and Recreation Commission, which acts in an advisory capacity to the City Council to ensure that top quality park facilities and recreation programs are developed and sustained for the benefit of those who live, work, and play in the City of Carlsbad.

PROGRAM ACTIVITIES:

Parks and Recreation Commission

This Division provides staff support to facilitate the effectiveness of the Parks and Recreation Commission in its goal to implement the intent of the Parks and Recreation Element of the General Plan and advise the City Council on associated matters.

- Prepare Parks and Recreation Commission Agendas and conduct meetings that address relevant issues, encourage public input, and foster public education on matters of parks and recreation and other associated civic matters.
- Implement and/or process recommendations by the Commission for City Council consideration.
- Provide staff support to committees of the Commission which require more detailed review of issues relating to park development, facilities, recreation programs, landscape, street trees, open space, and amenity goals and guidelines.
- Conduct commission workshops to improve the expertise and effectiveness of the commission.

Administrative Services

- Provide the required administrative support to the all of the Recreation Divisions, including a total of 72.10 full-time positions and 61.76 hourly/part-time positions.
- Maintain timely processing of special project requests, citizen concerns, departmental reports, City Council agenda bills, resolutions, and ordinances.
- Prepare and monitor departmental and individual goals and budget administration for expenditures and revenue generation.
- Recommend and process personnel appointments, promotions, assignments, and disciplinary action when warranted. Provide ongoing support to management, general, and part-time employees. Implement the services of contractual employees.
- Implement and maintain the strategic planning process for the Parks and Recreation Department.
- Facilitate a customer service training and orientation program for all new department employees.

PROGRAM: PARK PLANNING
& RECREATION MANAGEMENT
FUND: GENERAL FUND/SPECIAL REVENUE
DEPARTMENT: PARKS & RECREATION
PROGRAM GROUP: COMMUNITY SERVICES

PAGE TWO

ACCT NO. 0014510
1404515/1494502-505

PROGRAM ACTIVITIES (continued):

Park Acquisition, Planning, and/or Development

Ensure adequate park acquisition, development, and rehabilitation in order to comply with the Parks and Recreation Element of the General Plan and to meet the park performance standards of the Growth Management Plan. Provide for current and future community needs by addressing changing recreation trends.

- Monitor and implement existing park agreements.
- Develop, coordinate and monitor the Capital Improvement Program (CIP) budget submittals for current and future park development projects.
- Provide staff liaison and support for the operations of the municipal golf course.
- Provide client department support during construction of the Alga Norte Park and Aquatics Center and the Poinsettia Park Parking Lot Projects.
- Process the actions required to create a City-wide Trail System (land acquisition, maintenance system, development, volunteers, etc.).
- Provide in-house design and coordination of various small park improvements and provide assistance to other departments on design issues.
- Provide project management for specialized park projects (e.g. Carrillo Barn, Carrillo Event Area, and various shade structures within parks, etc.).
- Participate in Envision Carlsbad (General Plan update).

Recreation Programs

Manage the implementation, performance, and adequacies of recreation programs.

- Provide a wide variety of recreation programs and special events for all segments of the population who live, work, and/or play in Carlsbad.
- Monitor and evaluate the effectiveness of recreational programs through the use of participant surveys.
- Prepare and distribute the Community Services & Recreation Guide three (3) times per year, a summer camps booklet and quality marketing pieces to educate the public about the many programs and services available to them.
- Continually evaluate and implement the fee structure for recreation programs and facility rentals in an effort to sustain a competitive advantage over the private sector for similar services.

SIGNIFICANT CHANGES:

- The courier position, representing 0.5 part-time positions, was transferred into this program from Recreation – Operations, since the entire department benefits from this service.
- Through the cost recovery and resource allocation methodology it was determined that 20% of all managers from the recreation program groups should be added to the Recreation Administration program to more accurately reflect the amount of time managers have been working on global issues that benefit the overall department. The amount of full-time staff included in this program has increased from 6.0 full-time positions to 9.7 full-time positions.

PROGRAM: RECREATION - FEE SUPPORTED
FUND: GENERAL
PROGRAM GROUP: PARKS AND RECREATION

ACCT NO. 0014522-28

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,148,838	\$1,105,291	\$1,263,980	\$1,037,153
MAINTENANCE & OPERATIONS	1,009,938	1,043,830	1,191,494	1,328,199
CAPITAL OUTLAY	42,746	0	0	0
GRAND TOTAL	\$2,201,522	\$2,149,121	\$2,455,474	\$2,365,352
FULL TIME POSITIONS	8.20	7.90	7.65	5.90
HOURLY/FTE POSITIONS	21.75	20.77	20.52	19.35

WORK PROGRAM:

The Recreation Fee Supported Division provides comprehensive opportunities for meeting the recreational and social needs and interests of the community by providing fee-supported programs for all segments of the population, including those that live, work, and/or play in Carlsbad. Recreation works with the community to improve the quality of life through its people, parks, and programs. The Recreation Department creates a sense of community through the value it places on people, the diversity of its facilities, parks and trails, as well as programs and services that help to sustain a viable and healthy community.

PROGRAM ACTIVITIES:

The Fee Supported Division provides year-round recreational programs for all ages, preschool to seniors, including program design, planning, implementation, and evaluation. Recreation programs include enrichment classes, youth and adult sports, special events, youth day camps, preschool and teen programs. Some of the activities performed by the Division include the following:

- Review proposals and negotiate contracts with instructors.
- Schedule facilities for programs.
- Prepare and distribute marketing materials.
- Promote open dialog with the community and respond to their needs.
- Offer 24/7 online services which include field condition updates, league standings, and registration opportunities.
- Evaluate programs, conduct surveys and analyze data on an ongoing basis.
- Monitor and analyze revenue and expenditure reports on an ongoing basis.
- Conduct routine fee market studies.
- Partner with school districts for youth and teen programming.
- Recruit, train, and reward volunteers.
- Recruit program sponsors.
- Provide scholarships for Carlsbad resident youth.
- Promote health and wellness opportunities through special community events and enrichment programs to help position the department as a health and wellness resource for the community.
- Research and implement innovative and cost effective program opportunities.

PROGRAM: RECREATION - FEE SUPPORTED
FUND: GENERAL
PROGRAM GROUP: PARKS AND RECREATION

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ACCT NO. 0014522-28

WORKLOAD STATISTICS:

	<u>Actuals</u> <u>2007-08</u>	<u>Estimated</u> <u>2008-09</u>	<u>Projected</u> <u>2009-10</u>		<u>Actuals</u> <u>2007-08</u>	<u>Estimated</u> <u>2008-09</u>	<u>Projected</u> <u>2009-10</u>
<u>Enrichment Classes</u>				<u>Youth Sports</u>			
Number of Classes	725	725	725	Teams	74	74	74,000
Enrolled	18,000	18,500	18,500	Participants	1,200	1,200	1,200
Revenue	\$764,000	\$779,500	\$780,000	Spectators	16,000	16,000	16,000
				Revenue	\$41,000	\$46,000	\$46,000
<u>Enrichment Sports Camps</u>				<u>Adult Sports</u>			
Camps	30	30	30	Teams	336	336	336
Participants	800	800	800	Participants	5,400	5,400	5,400
Revenue	\$50,000	\$50,000	\$51,000	Spectators	30,300	31,000	31,000
				Revenue	\$98,500	\$120,000	\$130,000
	<u>Actuals</u> <u>2007-08</u>	<u>Estimate</u> <u>2008-09</u>	<u>Projected</u> <u>2009-10</u>		<u>Actuals</u> <u>2007-08</u>	<u>Estimate</u> <u>2008-09</u>	<u>Projected</u> <u>2009-10</u>
<u>Day Camps</u>				<u>Teens - Lite</u>			
Camps	42	42	2	Weeks	32	32	32
Participants	943	956	966	Teen Participants	1,260	2,340	2,700
Revenue	\$118,479	\$124,500	\$133,350	Revenue	\$824	\$1,500	\$1,500
<u>Pre-school Classes</u>				<u>Teens in Action</u>			
Conducted	175	175	175	Number of Visits	16	48	48
Enrolled	1,334	1,620	1,620	Teen Participants	720	2,280	2,280
Revenue	\$161,420	\$158,240	\$166,152	Revenue	\$0	\$0	\$0
<u>Triathlon</u>				<u>Special Events</u>			
Spectators	4,000	4,000	4,000	Events	10	9	8
Participants	1,103	1,000	1,000	Participants	6,400	10,700	12,000
Revenue	\$109,625	\$104,702	\$105,000	Number of Volunteers	100	284	
				300Revenue	\$17,594	\$16,000	
				\$16,500			
				<u>Community Volunteers</u>			
				Volunteers	1,700	1,700	1,700
				Hours	18,000	18,000	18,000

KEY ACHIEVEMENTS FOR 2008-09:

- The Parks and Recreation Department partnered with the Carlsbad Unified School District to provide lunchtime activities to encourage and increase participation in Recreation Divisions sponsored teen activities. Dozens of middle school teens participated in safe, fun, and supervised events. In an effort to establish and maintain innovative, cost effective partnerships, the Recreation Division will continue to contract outside professional services to coordinate and manage the 2009 Carlsbad Triathlon.
- The special events division planned, organized, and implemented 9 highly successful and well attended community special events.
- The Youth Day Camp Program continues to offer a safe, fun, and supervised environment for children ages 3-15 years to interact socially. The program's curriculum builds self-esteem and self-confidence, while providing diverse and personal growth experience. Camps include Kidz Camp (Ages 6-11), CIT Camp (Ages 13-15), Explorer Camp (Ages 13-15), Pee Wee Camp (Ages 3-5). These camps have changed their focus to differentiate themselves from the other enrichment program camps. The outcome has lead to an increase in attendance.

KEY GOALS FOR 2009-10:

Carlsbad is a City that provides exceptional top quality services on a daily basis by proactively listening, engaging and responding to our citizens:

- Implement the new CLASS League Scheduling Program 6.0 for Adult Sports registrations & game scheduling.
- Revise and update user surveys and analyze responses to improve service delivery.
- Recruit, train, and recognize volunteers in order to improve service quality and reduce program costs.
- Recruit and maintain program sponsors to promote local businesses and reduce operational costs.
- Provide a wide variety of revenue-generating quality recreation opportunities that support the community and enhance transient occupancy taxes (TOT) and sales tax opportunities.
- Promote our Teaching Respect Unity and Sportsmanship through Teamwork (TRUST) program statewide through collaboration with the California Park and Recreation Society (CPRS).
- Utilize a customer-focused web site design and layout to improve customer service through improved navigation, prominence on the home page, and social networking components (i.e. "forward to a friend" feature, Facebook, blog postings, etc.) in order to better promote 24/7 access to program information, registration and facility rental availability.
- Implement a "green" approach to communications by only printing enough Community Services Guide as determined by the number of people who request them at Community Centers or sign up to receive the printed version.
- Improve communication by increasing the use of e-mail, e-newsletters, e-marketing, online surveys and interactive forms that will also encourage two-way communications with our customers and improve user convenience.
- The special event Hot Rods & Cool Treats is going to change its focus back to its original purpose. Going forward this event will be referred to as the Seniors Ice Cream Social and the car show will be eliminated.
- Pursue public-private partnerships for the management of the tennis courts at Poinsettia Park.

SIGNIFICANT CHANGES:

- A few of the programs offered within the Recreation - Fee Supported divisions will be scaled back to reflect the current economic recession. In many cases the changes will not be felt by the public because we reduced a few extra features to focus on our core services, such as eliminating premium excursions in Camps and focusing on more local activities. Programs that will be eliminated include the Youth Sports Punt, Pass & Kick and the Carlsbad Loves Kids event. The special events division will focus on eight special events going forward.
- Due to the economic recession, the Marketing and Graphics group will be reducing costs by reducing the printing of the Community Services Guide by 25%, and by moving more printing services in house due to the purchase of an improved printer with more capabilities.
- As a part of the identification of direct and indirect costs as included in our cost recovery and resource allocation methodology, 20% of all managers' time has been moved to Recreation Administration. The combined full-time positions have been decreased from 7.65 to 5.9.
- Part time staff has been lowered from 20.52 to 19.35 to reflect more efficient use of staff. The 1.17 reduction has been allocated as follows: 0.5 part-time position for the mail courier has been moved to Recreation Administration; the Trails Division received 0.36 of a part-time position; and the remaining 0.31 is being moved to Park Maintenance to assist with Poinsettia Park new landscape maintenance.

PROGRAM: RECREATION-AQUATICS
FUND: GENERAL
PROGRAM GROUP: PARKS AND RECREATION

ACCT. NO. 0014520

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$433,461	\$446,763	\$461,561	\$433,189
MAINTENANCE & OPERATIONS	187,413	135,088	146,615	170,641
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$620,874	\$581,851	\$608,176	\$603,830
FULL TIME POSITIONS	3.00	3.00	3.00	2.80
HOURLY/FTE POSITIONS	7.40	7.50	7.50	7.42

WORK PROGRAM:

The Aquatics program provides for the operation of an attractive and safe community pool, which offers comprehensive instruction and training, competition, and recreational swimming to all segments of the population who live, work, and/or visit in Carlsbad.

The Agua Hedionda Lagoon Permits Program, which is now reported combined with the Aquatics Program beginning in FY2009-10, reduces the City's liability exposure by requiring all vessels on the water to obtain a valid City use permit.

PROGRAM ACTIVITIES:

Lessons/Training

Provide instruction in general aquatic, swimming, and diving skills for all ages and abilities. These programs provide the foundation on which all other aquatic programs build. Provide education and training to the general public and City employees in first aid, CPR, AED, and water rescue skills; serve as a North County certification/training site for men and women wishing to qualify for employment at public swimming pools by offering such courses as the Lifeguard Academy, Water Safety Instructor and Lifeguard Training Instructor.

Fun and Fitness

Provide opportunities for recreational, fitness, and lap swimming, which assist participants in maintaining physical fitness and health. Also provide family-oriented aquatic special events.

Competitive Aquatic Programs

Provide opportunities for competitive swim instruction and coached workouts for youth and adults as a contract service; coordinate and schedule Carlsbad High School use of the pool for physical education, boys and girls swim teams and water polo teams. These programs also assist participants to maintain physical fitness and health as well as providing a source of social interaction and community pride.

Permits

Issues annual lagoon use permits. Verifies and monitors Hold Harmless Agreement and DMV registration. Enters data and updates database for the Police Department for enforcement. Coordinates with the Police Department to publish and distribute information regarding use, rules, and regulation of the lagoon. Coordinates with launching entities and maintains lagoon use data. As of fall 2005, the Lagoon Permit staff took over responsibilities for measuring boats to determine compliance with length limits.

Staff is seeing a slight decrease in the number of permits sold to date and anticipate this trend to continue into next fiscal year.

PROGRAM: RECREATION-AQUATICS
FUND: GENERAL
PROGRAM GROUP: PARKS AND RECREATION

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AQUATIC WORKLOAD STATISTICS:

	<u>Actual</u> <u>2007-08</u>	<u>Estimate</u> <u>2008-09</u>	<u>Projected</u> <u>2009-10</u>
<u>Instructional Lessons</u>			
Lane/Hours	1,895	1,895	1,895
Classes Conducted	271	244	244
Registered, Resident	1,752	1,577	1,575
Registered, Non-Resident	58	52	52
Revenue	\$33,502	\$30,150	\$30,150
<u>Recreation and Lap Swim</u>			
Lane/Hours	17,021	17,000	16,250
Daily Admissions:			
Youth	6,042	5,438	5,400
Adult	8,626	7,764	7,750
Season Pass Admissions	17,198 scans	15,500	15,000
Revenue	\$79,627	\$71,665	\$71,650
<u>Carlsbad Swim Masters</u>			
Lane/Hours	3,133	3,000	3,000
Participation	8,434	7,169	7,150
Revenue	\$34,878	\$29,646	\$29,650
<u>Carlsbad High School Teams</u>			
Lane/Hours	5,530	4,700	4,500
Participation	10,629	9,566	9,500
Revenue	\$37,984	\$38,000	\$36,000
<u>North Coast Aquatics</u>			
Lane/Hours	3,073	2,920	2,900
Participation	10,671	9,603	9,500
Revenue	\$34,419	\$32,274	\$31,900
<u>Carlsbad Water Polo (Boys Age Group</u> <u>Water Polo)</u>			
Lane/Hours	1,836	2,000	2,000
Participation	3,973	3,400	3,400
Revenue	\$12,778	\$21,250	\$21,250
<u>Carlsbad Water Polo (Girls Age Group</u> <u>Water Polo)</u>			
Lane/Hours	616	465	465
Participation	846	635	635
Revenue	\$4,702	\$5,580	\$5,500
<u>Dive San Diego</u>			
Lane/Hours	623	625	625
Participation	1,164	1,160	1,150
Revenue	\$5,060	\$5,800	\$5,800
<u>North Coast Scuba Center</u>			
Lane/Hours	331	129*	0
Participation	141	94*	0
Revenue	\$4,308	\$1,734*	\$0

PROGRAM: RECREATION-AQUATICS
FUND: GENERAL
PROGRAM GROUP: PARKS AND RECREATION

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LAGOON WORKLOAD STATISTICS:

	<u>Actual</u> <u>2007-08</u>	<u>Estimated</u> <u>2008-09</u>	<u>Projected</u> <u>2009-10</u>
• Annual Permits	369	348	345
• Daily Permits	233	205	200
• Snug Harbor Launches	480	457	440
• Revenue	\$24,319	\$21,976	\$20,000

KEY ACHIEVEMENTS FOR 2008-09:

- Provided accurate financial and operations information to decision makers about the proposed Alga Norte Park Aquatics Center.

KEY GOALS FOR 2009-10:

- Provide a balanced aquatic program to the community on a year-round basis.
- Promote community health and fitness through specific programs targeted at teens and adults including Carlsbad High School "Aquatic P.E." use, springboard diving, water polo and swim team rental usage.
- Continue to research and analyze the most efficient operations/management plan for the Alga Norte Aquatics Center.

SIGNIFICANT CHANGES:

- The Aquatic and Agua Hedionda Lagoon Permits divisions have been combined since they share the same resources.
- As a part of the identification of direct and indirect costs as included in our cost recovery and resource allocation methodology, 20% of the manager's time has been moved to Recreation Administration. Total full-time positions have decreased from 3.0 to 2.8.
- A miscellaneous transfer of 0.08 part-time positions is being made to the Park Maintenance Division.

PROGRAM: RECREATION - OPERATIONS
FUND: GENERAL
DEPARTMENT: PARKS AND RECREATION

ACCT. NO. 0014541-46

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,180,793	\$1,296,658	\$1,351,306	\$1,069,448
MAINTENANCE & OPERATIONS	281,858	323,126	253,289	287,954
CAPITAL OUTLAY	32,792	28,799	0	0
GRAND TOTAL	\$1,495,443	\$1,648,583	\$1,604,595	\$1,357,402
FULL TIME POSITIONS	10.80	11.30	11.05	9.30
HOURLY/FTE POSITIONS	15.86	17.64	17.89	15.34

WORK PROGRAM:

This division provides operational support for the Recreation Department, including the operation of Leo Carrillo Ranch Historic Park, three community centers and gymnasiums, parks, and City facilities used by the general public and a variety of City departments for recreational use and meetings. In addition, the Operations Division provides maintenance to the many athletic fields owned by the City and school districts serving the Carlsbad population.

PROGRAM ACTIVITIES:

Information and Enrollment Services

Staff provides information and registration services to the public on Recreation Department programs and facilities.

- Enroll participants via phone, mail, online, and in-person for classes, special events, and sports leagues.
- Collect and account for program revenue.
- Provide ongoing information and referral to the community.
- Customer service and revenue has improved with the success of online registration.

Facilities Operation

Staff coordinates public use of recreational facilities.

- Process applications and issue permits for use of meeting rooms, picnic areas, athletic fields, gymnasiums, and tennis courts.
- Crews maintain ball fields at school sites, community parks, and other special use areas.
- Staff coordinates classes, meetings, dedications, and other functions at Community Centers and other City facilities.
- Attendants address customer service issues and conduct routine park patrols of staffed and unstaffed satellite parks. Staff provides general clean-up and associated maintenance at facilities and parks.
- Staff is dedicated to providing excellent customer service and promoting "good sportsmanship" during all programs and events.
- Staff continues to maximize facility rental opportunities by monitoring rental demands to improve the availability, quality and condition of rental facilities and picnic areas.
- Rentals continue to increase based on improved amenities, value, and outstanding customer service.
- Provide field and facility assistance and scheduling for resident non-profit sports organizations.

Supervision

Supervisory staff coordinates operations of the community centers/gymnasiums, historic park and satellite facilities.

- Staff recruitment and development.
- Provides staff training.
- Serves as liaison to various community organizations and city-wide committees.
- Responds to customers' concerns and requests.
- Service delivery continues to improve through the use of comprehensive training programs and the development of operational manuals.

PROGRAM: RECREATION - OPERATIONS
FUND: GENERAL
DEPARTMENT: PARKS AND RECREATION

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ACCT. NO. 0014541-46

WORKLOAD STATISTICS:

Stagecoach Community Center & Park:	<u>Projected 2009-10</u>		
Reservations Processed:			1,450
Number of Facility Users:			400,000
Revenue:			\$71,000
Harding Community Center			
Reservations Processed:			3,950
Number of Facility Users:			177,500
Revenue:			\$137,500
Calavera Community Center			
Reservations Processed:			875
Number of Facility Users:			300,000
Revenue:			\$60,000
Aviara & Poinsettia Parks			
Reservations Processed:			525
Number of Facility Users:			485,000
Revenue:			\$87,000
Carrillo Ranch:			
Reservations Processed:			45
Number of Facility Users:			105,000
Revenue:			\$100,650
All Sites	Actual	Est. Projected	
	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>
Reservations Processed:	6,225	6,625	6,845
Number of Facility Users:	1,300,000	1,300,000	1,467,500
Revenue:	\$397,200	\$423,100	\$456,150
Number of Fields Maintained:	25	25	0

KEY ACHIEVEMENTS FOR 2008-09:

- Continued to increase participation in Open Play activities: Pickleball and Badminton.
- Completion of a new picnic shelter at Calavera Hills Community Center.
- The kitchen at Harding Community Center was remodeled and updated to provide a quality facility for enrichment programming and camps.
- Completion of tennis court expansion project at Poinsettia Park, adding 7 new courts to the inventory for use by tennis patrons.

KEY GOALS FOR 2009-10:

- Facilitate the equitable distribution of athletic fields by partnering with Carlsbad non-profit sports organizations to ensure customer satisfaction of Carlsbad field users.
- Constantly strive to improve customer service through park patrols and enforcement of park rules and regulations.
- Continue to promote and support a safe environment to gather through the Department T.R.U.S.T. program for all facility users.
- Enhance revenues by promoting and facilitating the rental of City facilities to the public as an attractive and competitive alternative to private sector facilities.
- City parks and facilities provide a place for citizens to connect with the community, place, and spirit through balanced and sustainable land use and with Carrillo Ranch inclusive of providing ongoing historic preservation efforts.
- Continue to train staff on any changes and improvements to the new Facility Rules & Regulations, the Cost Recovery and Resource Allocation Methodology, and Administrative Orders.

PROGRAM: RECREATION - OPERATIONS
FUND: GENERAL
DEPARTMENT: PARKS AND RECREATION

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ACCT. NO. 0014541-46

KEY GOALS FOR 2009-10 (continued):

- Facilitate a smooth transfer of the ball field infield maintenance work to the Parks Division.
- Staff will continue to work with the Resident Non Profit Sports Organizations to ensure field lights are turned off in a timely manner.

SIGNIFICANT CHANGES:

- As a part of the identification of direct and indirect costs as included in our cost recovery and resource allocation methodology, 20% of all managers' time has been moved to Recreation Administration. The combined full-time positions have been decreased from 11.05 to 9.30.
- The amount of part-time staff has been reduced to reflect a change in supervision and management. Ball field maintenance staff representing 2.55 part-time positions will be managed by the Park Maintenance Division, resulting in a decrease in total part-time positions from 17.89 to 15.34.
- Due to the economic recession, part-time hours for the curator at Leo Carrillo Ranch have been reduced by approximately 60% and unfunded.
- A few of the programs offered by the Recreation Department will be scaled back to reflect the current economic recession. In many cases the changes will not be felt by the public because we reduced a few extra features to focus on our core services. Programs that will be eliminated include four nights of the Carrillo Ranch Friday Night Film Festival. The Dinner & A Movie fundraiser night at Carrillo Ranch will remain.

PROGRAM: SENIOR PROGRAMS
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: PARKS AND RECREATION ACCT NO. 0014570-0014573,143XXXX

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$393,587	\$414,294	\$452,447	\$410,873
MAINTENANCE & OPERATIONS	422,037	625,840	566,639	618,571
CAPITAL OUTLAY	2,164	90,335	11,000	0
GRAND TOTAL	\$817,788	\$1,130,469	\$1,030,086	\$1,029,444
FULL TIME POSITIONS	3.00	2.80	2.80	2.80
HOURLY/FTE POSITIONS	7.50	8.00	8.00	7.93
GENERAL FUND	\$803,294	\$1,088,024	\$970,786	\$993,944
SPECIAL REVENUE	14,494	42,445	59,300	35,500
TOTAL FUNDING	\$817,788	\$1,130,469	\$1,030,086	\$1,029,444

WORK PROGRAM:

To provide a broad range of services and activities designed to foster independence, health and wellness and provide opportunities for lifelong learning, fun and socialization for older adults in the Carlsbad area.

PROGRAM ACTIVITIES:

Education/Learning

- Arrange for classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population. Provide seminars on health and wellness, topics of interest, latest technology, personal safety, etc.
- Provide ongoing information and referral to community resources.
- Provide ongoing classes in computer use and software programs (i.e., E-mail, Internet, Excel, Word, digital photography, etc.).
- Continue computer lab with open hours for seniors to drop in and receive technical advice.

Recreation

Offer excursions, special events, and activities of particular interest to the mature adult, which promote social interaction.

- Continue the development of programs/groups that appeal to people with similar interests (i.e., Walking Group, PC Users Groups, Writers Groups, Discussion Groups, etc.).
- Provide single day trips to local attractions, and multi-day trips utilizing rented buses as well as public transportation (i.e., Amtrak, Coaster, Trolley, etc.).
- Provide programming in the evenings and on weekends to attract the rising baby-boomer population.
- Provide opportunities for multiple generations to participate.

Personalized Assistance

Coordinate the provision of professional services necessary to maintaining an independent lifestyle.

- Offer tax assistance to over 500 seniors.
- Arrange for free legal advice for over 200 seniors.
- Arrange for assistance with health insurance decisions.

Health Services

Arrange for screenings, services, classes, and lectures that promote healthy living.

- Weekly blood pressure checks, glucose and diabetes testing, and cholesterol testing.
- Flu shots.
- Provide a minimum of four "special" health screenings, (i.e., skin cancer, hearing, podiatry, eye, etc.).
- Continue offering programs and classes that promote physical and mental well being.

Senior Grants

- Provide a minimum of 26,000 nutritious lunches.
- Provide a minimum of 10,000 delivered meals to the homes of Carlsbad's frail seniors.
- Provide over 9,000 rides to seniors who have limited means of getting to the Senior Center, shopping, medical visits, and other necessary appointments.
- Provide nutrition education and special events focused on lunchtime activities.

Administration

Coordinate all operations of the Senior Center: staffing, volunteer recruitment, facility rentals, and grants management.

- After-hours facility rentals.
- Staff scheduling and budget management
- Volunteer recruitment and training.
- Senior Commission.

Senior Center Operations

- Over 30,000 seniors walk through its doors on an annual basis. Some participate in the activities provided including the Nutrition Program. It provides an opportunity for lifelong learning, a safe place to gather, and promotes a healthy lifestyle.

Transportation

- The transportation program provides an open door to the community servicing over 8,000 Carlsbad seniors who have no other means of transportation. The program allows seniors to attend medical, dental and necessary appointments. Over 20 participants are picked up daily to participate in the Nutrition Program.

Congregate

- The congregate population participating in the Nutrition Program exceeds 26,000 lunches annually. A hot, nutritiously balanced meal is provided along with socialization, music, and fun! Meals are served Monday through Friday and exclude all holidays except Thanksgiving. An average of 105 older adults participates daily.
- Continue to bring new and innovative menu items, party themes, and entertainment each month.
- Continue to bundle activities with lunch and transportation to encourage participation (i.e., Lunch & A Movie).

Home Meal

- The Home Meal Program provides a hot lunch to over 10,000 homebound seniors throughout Carlsbad. Over 30 volunteer drivers provide the transportation to get these meals delivered.
- Increase Home Meal participation by networking with senior/social health workers and faith based organizations.

Fee Supported

- Over 30 fee-based trips are scheduled accommodating over 2,000 adventurous seniors. Enrichment classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population.
- Market new Fitness Room memberships.
- In collaboration with the Recreation Specialist-Enrichment Classes, continue to explore a variety of contract programs to compliment the Senior Center facilities and attract older adults ages 55-65.

	FY2007-08 <u>Actual</u>	FY2008-09 <u>Estimate</u>	FY2009-10 <u>Projected</u>
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PROGRAMS:

TRANSPORTATION-

Item

Serving Days	250	250	250
Total Trips	7980	7200	7600
Total Trips per day	31.9	29.0	30.4
Total (Grant + Donations)	\$40,123	\$35,672	\$37,200

CONGREGATE-

Item

Serving Days	250	250	250
Meals Served	26,969	28,650	28,650
Meals per day	107.9	114.6	114.6
Total (Grant + Donations)	\$154,923	\$162,720	\$169,436
Volunteer Hours	5387	6675	6675
Volunteer hrs per day	21.6	26.7	26.7

HOME MEALS-

Item

Serving Days	250	250	250
Meals Delivered	9177	8812	8812
Meals Delivered per day	36.7	35.3	35.3
AIS Grant	\$34,692	\$31,027	\$31,027
Donations	\$14,970	\$12,930	\$13,922
Donations per/meal	\$1.63	\$1.47	\$1.68
Total (Grant + Donations)	\$49,662	\$43,957	\$44,949
Volunteer Hours	2281	2238	2238
Volunteer Hours per day	9.1	9.0	9.0

SENIOR CENTER ADMINISTRATION:

FACILITY RENTALS-

Item

Facility Bookings	658	830	850
Number of Facility Users	23,656	21,500	22,500
Facility Rental Revenue	\$47,684	\$71,000	\$71,000

SIGNIFICANT CHANGES:

- Some of the part-time positions at the Senior Center will be scaled back due to the economic recession, and will be left unfunded at this time. The impact to the senior population is expected to be minimal since we will be adjusting our part time and volunteer schedules to help offset these changes. Two areas will be affected by the change. The first is that the vacancy associated with the fourth van driver will not be filled. Secondly, we will meet the needs of assisting customers at our front desk with volunteers, rather than part-time staff.
- Due to the economic recession, as well as a review of core services and programs within the division, responsibility for planning and holding the Senior Safari events will be transferred to an outside agency. Due to this change, maintenance and operation costs to the city for this activity will be eliminated and the Senior Safari Aide 0.5 part-time position will be unfunded at this time.
- Part- time staff hours of 0.07 will be transferred to the Parks Division, decreasing the total part-time count from 8.0 to 7.93 part-time positions.

PROGRAM: PARK MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: PARKS AND RECREATION

ACCT NO. 0015020

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$2,375,821	\$2,573,931	\$2,670,277	\$2,761,986
MAINTENANCE & OPERATIONS	2,262,247	2,320,937	2,211,350	2,201,710
CAPITAL OUTLAY	208,269	191,105	0	0
GRAND TOTAL	\$4,846,337	\$5,085,973	\$4,881,627	\$4,963,696
FULL TIME POSITIONS	34.85	33.95	34.45	34.10
HOURLY/FTE POSITIONS	4.59	5.39	5.39	8.51

WORK PROGRAM:

- Maintain, preserve, and enhance 348 acres of parks, school athletic fields, Downtown Village streetscapes, beach accesses, and landscapes at various civic facilities. This includes the maintenance of 16 parks and 15 special use areas; the oversight of maintenance activities and the supplemental monitoring of designated undeveloped park land and open space areas; and providing maintenance/refurbishment services to the Recreation Division, other city departments, and community groups.
- Activities include: Turf and Landscape Maintenance, Court/Field/Tot Lot Maintenance, Irrigation Maintenance, Miscellaneous Maintenance/Repair and Special Requests.

PERFORMANCE MEASUREMENTS:

- Service Delivery Benchmark
Ninety percent (90%) of ratings are at or above 7 on a 10-point scale.
Result
Ninety-five percent (95%) of ratings were at or above 7 on a 10-point scale.

Maintenance Costs Goal Provide aesthetically appealing, well-maintained parks and high profile planter areas, while demonstrating sound fiscal responsibility.
Result
The annual park maintenance cost per acre is \$14,894
- Customer Service and Satisfaction Benchmark
Ninety percent (90%) of respondents rate park maintenance as good or excellent on the City of Carlsbad public opinion survey.
Result
Ninety-four percent (94%) of respondents rated park maintenance as good to excellent on the City of Carlsbad public opinion survey.

PROGRAM ACTIVITIES:

Turf and Landscape Maintenance

- Direct management of turf, irrigation, and landscaping. Duties include mowing, fertilization, renovation, re-planting, trimming, pesticide application, raking leaves/debris, synthetic turf sweeping, planter weeding, soil cultivation, edging, aerating, re-seeding, rodent control, irrigation programming and repair, equipment maintenance, and contract administration/inspection for these services at designated park sites.

Restroom Maintenance/Litter Control/Picnic Area Services

- Inspect, maintain, clean, paint, and repair 15 permanent and 4 temporary restroom facilities. Restocking supplies, addressing graffiti/vandalism, and repairing plumbing components/fixtures, comprise other related duties. Also associated with this activity are litter control, trash removal, and picnic area servicing. All parks, beach accesses, and beach areas are cleaned several times per week.

PROGRAM: PARK MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: PARKS AND RECREATION

PAGE TWO

ACCT NO. 0015020

PROGRAM ACTIVITIES (continued):

Court/Field/Tot Lot Maintenance

- Maintain 29 tennis courts, 20 basketball courts, 18 soccer fields, and 32 softball/baseball fields. All athletic courts are cleaned/inspected on a weekly basis. Duties involve sweeping or blowing surfaces, fence inspections/repairs, and paving inspections. In addition, this activity involves weekly maintenance of all park tot lots. Tot lot maintenance includes sand raking/leveling, sand rototilling, play equipment inspection and repair, and the requisite documentation of such actions.

Irrigation Maintenance

- Maintain all landscape irrigation systems of City facilities. This includes programming over 100 different controllers, with over 1,530 valves. Duties include replacement, repair, trouble shooting, and data entry/programming using the centralized irrigation system.

Open Space Maintenance

- Provide oversight of maintenance activities, and administer supplemental monitoring of designated undeveloped park land and open space areas. Duties include trash removal, dumping clean-ups, weed abatement, and routine security patrols.

Miscellaneous Maintenance/Repair and Special Requests

- These activities include repair and upgrading park structures, facilities, sports field lighting, play equipment, and fencing, and the installation of bleachers, drinking fountains, soccer goals, trash enclosures, and concrete work. Additional activities involve special projects and requests by the Recreation community, the Housing and Redevelopment staff, and the Community Garden participants..

SIGNIFICANT CHANGES:

New or Changed Positions

- Reduced 0.1 full-time positions for Public Works Superintendent to adjust for contracts administration in the Parks Inventory.
- Reduced 0.25 full-time positions for Public Works Manager, due to move of Parks Maintenance Division under the Parks and Recreation Director.
- Transferred 2.63 part-time positions for assuming the baseball infield maintenance responsibilities from Recreation. The 2.63 full-time positions were transferred from Recreation-Operations (2.55) and Aquatics (0.08) to Park Maintenance.
- Transferred 0.38 part-time positions for assuming the Poinsettia Park parking lots and corresponding irrigation/landscape responsibilities. The 0.38 FTE was transferred from Recreation-Fee Supported (0.31) and Senior Programs (0.07) to Park Maintenance.

Changes to Services

- FY 2009-2010 will be the first full year where Park Maintenance is realigned with the Recreation Division in one department. In order to clarify staff roles and ensure efficiencies, baseball infield maintenance responsibilities will be transferred from the Recreation Division to the Parks Maintenance Division.
- Due to the current economic recession, a total budget reduction of five percent is planned for this program. The most significant impacts will be to Miscellaneous Supplies, Water, and Miscellaneous Outside Services, resulting in the following: a reduced ability to purchase irrigation parts, landscaping materials, fertilizers, pesticides, tools, project supplies, tot lot equipment, bollard bases, and fence components; a reduced ability to irrigate parks and downtown landscapes; and a reduced ability to repair/retrofit irrigation, refurbish landscaping, perform routine mowing and weeding, trim trees and shrubs, repair damage from vandalism, install fencing, and install/replace other amenities. Maintenance cycles will be extended in most parks and downtown areas in order to provide time for city staff to address sites that were previously contracted.

PROGRAM: TRAILS
FUND: GENERAL
PROGRAM GROUP: PARKS AND RECREATION

ACCT NO. 0015023

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$140,252	\$162,818	\$205,177	\$198,096
MAINTENANCE & OPERATIONS	82,806	97,101	128,698	131,631
CAPITAL OUTLAY	0	25,580	0	0
GRAND TOTAL	\$223,058	\$285,499	\$333,875	\$329,727
FULL TIME POSITIONS	1.80	1.90	1.90	1.90
HOURLY/FTE POSITIONS	0.50	0.75	0.75	1.16

WORK PROGRAM:

- Assist developers and trails volunteers in constructing trails associated with the Citywide Trails Program.
- Maintain existing citywide trails, and construct elective new citywide trails, with the assistance of trail volunteers.
- Perform trail improvements and install amenities, in accordance with Citywide Trails Master Plan.

PROGRAM ACTIVITIES:

Trail Maintenance

- Maintain existing citywide trails and construct selective new trails with the assistance of trail volunteers.
- Perform trail improvements and install amenities, in accordance with Trail Master Plan.
- Inspect and augment contract maintenance of Coastal Rail Trail areas with city staff

Project Processing

- Continue processing acceptance agreements from previously rejected Irrevocable Offers of Dedication (IOD) for the citywide trail easements.

PERFORMANCE MEASUREMENTS:

Customer Satisfaction

- Benchmark
Ninety percent (90%) of all respondents will rate trails satisfaction as good or excellent on the City of Carlsbad public opinion survey.
- Result
Eighty-eight percent (88%) of respondents rated trails as good or excellent on the City of Carlsbad public opinion survey.

Service Delivery

- Benchmark
Expand trail mileage by 4 miles per year.
- Result
Expanded trail mileage by 3.3 miles

Maintenance Costs

- Benchmark
The annual trails maintenance costs per mile will be between \$2,680 and \$6,090.
- Result
The annual trails maintenance costs per trail mile is \$5,103.

PROGRAM: TRAILS
FUND: GENERAL
PROGRAM GROUP: PARKS AND RECREATION

PAGE TWO

ACCT NO. 0015023

SIGNIFICANT CHANGES:

- FY 2009-10 will be the first full year that all Trails Maintenance activities are transferred to the Parks and Recreation Department.
- The Coastal Rail Trail landscape maintenance agreement was re-bid in FY 2008-09 as part of the greater parks and facilities landscape contract. Maintenance/inspection efficiency and cost effectiveness will be achieved by combining this trail with other parks and facilities landscapes.
- Added nearly four miles of trails maintenance to citywide inventory, bringing the trails total to 38 miles.
- To accommodate for the growth in the trail system, and to provide for adequate responsiveness to repairs and requests, part-time hours have been increased by 725 hours per year via a transfer of .36 part-time positions from the Recreation-Fee Supported Division. These supplemental hours will allow for the continued addressing of trail maintenance issues, without requesting a full-time employee.
- The Adopt-a-Trail sponsorship and volunteer program was accepted by the City Council to support trail maintenance and improvement projects.
- The formal development of the Calavera Hills Trails and Trailhead are anticipated to be approved during FY2009-10, which will entail additional trail construction and maintenance responsibilities.
- Due to the economic recession, cost reduction in Trails Maintenance will be made to Miscellaneous Supplies and Miscellaneous Outside Services, resulting in the following: a reduced ability to purchase irrigation and landscaping materials, tools and supplies, bollard bases, and fence components; and a reduced ability to contractually repair irrigation, refurbish landscaping, trim trees, repair bollard lights, and install fencing. Maintenance cycles will be extended in some trails in order to provide time for city staff to address sites that are contractually restricted.

PROGRAM: STREET TREE MAINTENANCE
FUND: MAINTENANCE ASSESSMENT
PROGRAM GROUP: PARKS AND RECREATION

ACCT NO. 1605023

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$278,113	\$289,573	\$329,792	\$339,564
MAINTENANCE & OPERATIONS	299,897	243,305	247,433	266,366
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$578,010	\$532,878	\$577,225	\$605,930
FULL TIME POSITIONS	3.20	3.60	3.60	3.60
HOURLY/FTE POSITIONS	0.75	0.95	0.95	0.95

WORK PROGRAM:

Provides maintenance to all accepted street trees in the public right-of-way (approximately 11,000), including specialized maintenance services for street trees in the Downtown Village.

PROGRAM ACTIVITIES:

Maintenance Pruning

- Focus on street tree maintenance in the Downtown Village to address City Council's priority for the area.
- Refine, support, administer, and inspect the contracted Block by Block Street Tree Pruning Program.

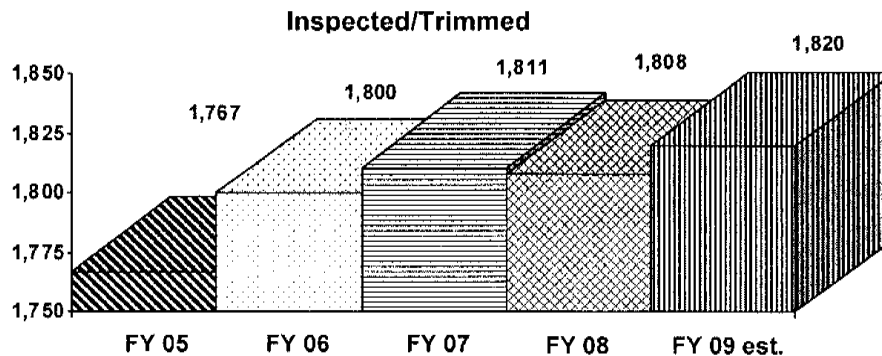
Service Request and Storm/Emergency Response

- Respond to approximately 600 street tree service requests, and provide storm, or other emergency assistance as necessary.

Acceptance of New Trees and Replanting of Vacancies

- Accept new street trees within approved developments, and replant street trees within vacancies created by prior removals, in accordance with the Community Forest Management Plan.

PROGRAMMED WORKLOAD STATISTICS:



SIGNIFICANT CHANGES:

New or Changed Positions

- A total of 0.05 Full Time positions have been reallocated to other programs to reflect the movement of Parks Maintenance from the Public Works Department to the Parks and Recreation Department.
- A total of 0.05 Full Time positions have been reallocated from other programs to better reflect each program's workload.

Changes to Services

- The tree trimming services contract scheduled to be re-bid at the end of FY 2008-09. Increased annual costs are expected as a result of the division's intent to reduce the citywide block pruning cycle from four and a half years to four years. This action will be taken in order to improve the proactive maintenance frequencies of street trees, and better ensure appropriate canopy weight/structure.

PROGRAM: MEDIAN MAINTENANCE
FUND: MAINTENANCE ASSESSMENT
PROGRAM GROUP: PARKS AND RECREATION

ACCT NO. 1615024

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$160,847	\$195,951	\$210,510	\$210,436
MAINTENANCE & OPERATIONS	349,528	294,860	463,473	467,632
CAPITAL OUTLAY	0	1,335	0	0
GRAND TOTAL	\$510,375	\$492,146	\$673,983	\$678,068
FULL TIME POSITIONS	1.50	2.00	2.00	2.00
HOURLY/FTE POSITIONS	0.00	0.65	0.65	0.60

WORK PROGRAM:

Provide landscape maintenance and litter control to all City medians, including specialized service within the Downtown Village.

PROGRAM ACTIVITIES:

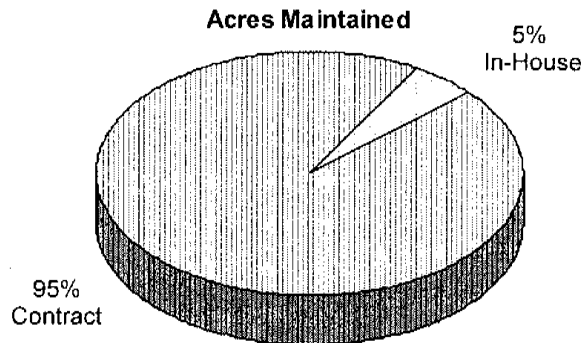
Contractual Median Maintenance

- Administer and oversee contract for landscape maintenance of approximately 60 acres of medians planters. Maintenance includes litter control, weed abatement, pruning, pesticide and fertilizer application, shrub/tree replacements, and irrigation repairs/adjustments.

Streetscape Maintenance

- Augment the contract landscape maintenance with city staff on high profile medians in the Downtown Village area (approximately 3 acres), and various other city-wide medians, including weed abatement, pruning, shrub/tree replacements, and irrigation repairs/adjustments.

PROGRAMMED WORKLOAD STATISTICS:



PROGRAM: MEDIAN MAINTENANCE
FUND: MAINTENANCE ASSESSMENT
PROGRAM GROUP: PARKS AND RECREATION

PAGE TWO

ACCT NO. 1615024

SIGNIFICANT CHANGES:

New or Changed Positions

- A total of 0.05 full-time positions have been reallocated to other programs to reflect the movement of Parks Maintenance from the Public Works Department to the Parks and Recreation Department.

Changes to Services

- During the FY 2008-09, the following five acres of median areas were accepted by the City for ongoing maintenance:
 - College Boulevard and Cannon Road
 - Olivenhain Road and Rancho Santa Fe Road
 - Poinsettia Lane and Aviara Parkway



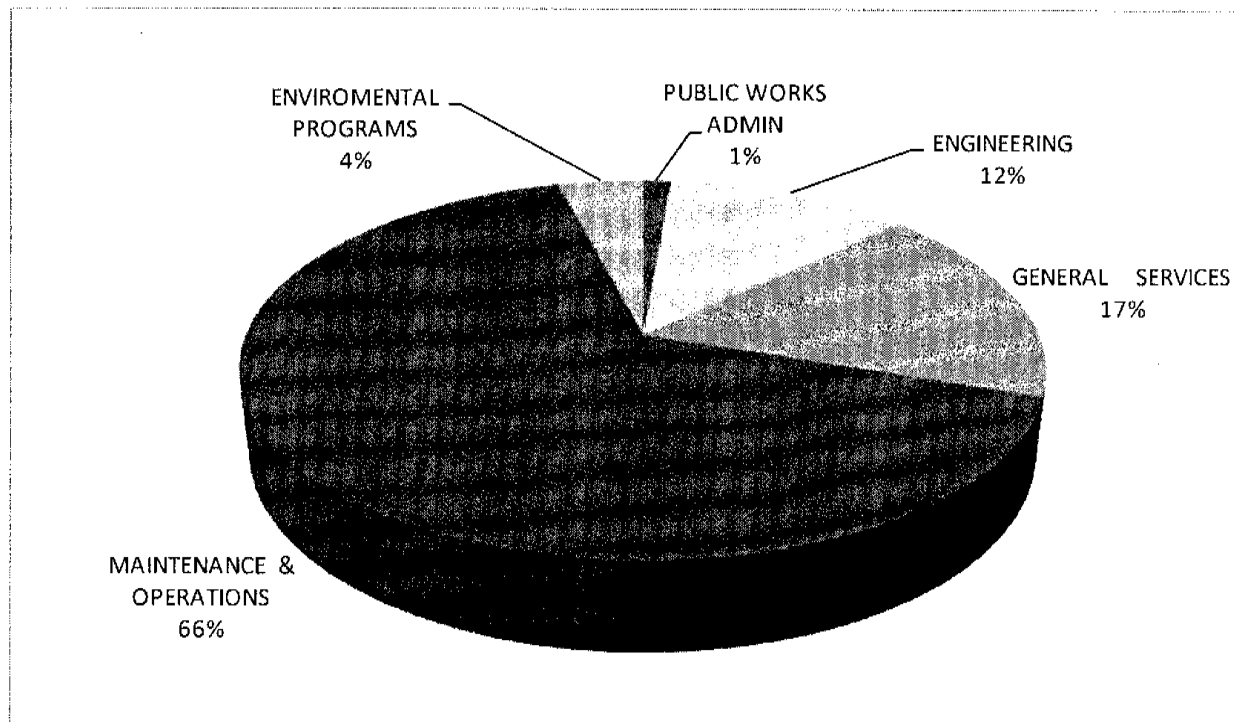


PUBLIC WORKS

PROGRAM: PUBLIC WORKS
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$18,223,107	\$17,136,986	\$18,807,553	\$19,059,131
MAINTENANCE & OPERATIONS	53,893,830	47,294,693	50,297,934	57,364,610
CAPITAL OUTLAY	2,881,018	1,597,789	1,888,875	1,555,080
GRAND TOTAL	\$74,997,955	\$66,029,468	\$70,994,362	\$77,978,821
FULL TIME POSITIONS	173.15	187.05	188.05	188.40
HOURLY/FTE POSITIONS	2.37	3.04	3.54	3.54



PROGRAM: PUBLIC WORKS ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: PUBLIC WORKS ADMINISTRATION **ACCT NO.** 0016010

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$762,173	\$855,957	\$833,873	\$832,616
MAINTENANCE & OPERATIONS	217,872	211,171	173,477	185,431
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$980,045	\$1,067,128	\$1,007,350	\$1,018,047
FULL TIME POSITIONS	6.30	6.45	6.65	6.50
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Provide leadership and coordination for Public Works programs; plan resources and facilities; manage all budget, fiscal, and personnel matters; coordinate programs with local, State and Federal governments; and support City boards, committees and commissions. Public Works includes Administration, Engineering Services, Environmental Programs (Storm Water Protection, Solid Waste Management), General Services (Facilities Maintenance, Fleet Maintenance, Fleet Replacement, Street Maintenance, Traffic Signal Maintenance, and Street Lighting), Maintenance and Operations (Water Operations, Recycled Water, Sanitation Operations, and Storm Drain Operations), and Buena Vista Channel Maintenance.

PROGRAM ACTIVITIES:

Public Works Contracting

- Issue and manage Public Works formal bid and quotation processes.
- Track and renew Public Works contracts and Professional Service Agreements.
- Assist Public Works staff in the creation and administration of contracts.

Budget Preparation and Management

- Coordinate department budget activities.
- Prepare and report on quarterly activities.

Performance Measurement

- Collect, analyze, and report data from both the benchmarking partners and the Public Works Department.
- Encourage an environment of continuous improvement and learning.

Maintenance Management and Quality Control

- Continue development of comprehensive systems inventory, maintenance standards, and work reporting system.

Education and Outreach

- Coordinate outreach activities including Public Works Week, Citizens' Academy, etc.
- Outreach and education related to storm water and other specialized areas as needed.

KEY ACHIEVEMENTS FOR 2008-09:

- Continued to maintain responsibility for Public Works Contracting for the entire City.
- The Hansen (Public Works Work Management System) upgrades were installed this year, which improved the functionality of the System in terms of tracking and reporting on work being performed.

PROGRAM:	PUBLIC WORKS ADMINISTRATION	PAGE TWO
FUND:	GENERAL	
PROGRAM GROUP:	PUBLIC WORKS ADMINISTRATION	ACCT NO. 0016010

KEY ACHIEVEMENTS FOR 2008-09 (continued):

- Participated with the Public Works Leadership Team to identify Public Works reorganization opportunities.
- Participated in the review and rewrite of the city's website.

KEY GOALS FOR 2009-10:

- Improve the effectiveness of the overall Public Works Organization by reviewing processes and acting on input received from staff.

SIGNIFICANT CHANGES:

- A total of 0.15 full-time positions have been reallocated to other programs to better reflect each program's workload.
- A total of \$27,988 has been added to the budget for annual erosion control on city owned properties.
- Due to the economic recession, the Public Works fair, a popular educational event, will not be funded this year.

PROGRAM: ENGINEERING
FUND: GENERAL
PROGRAM GROUP: ENGINEERING SERVICES

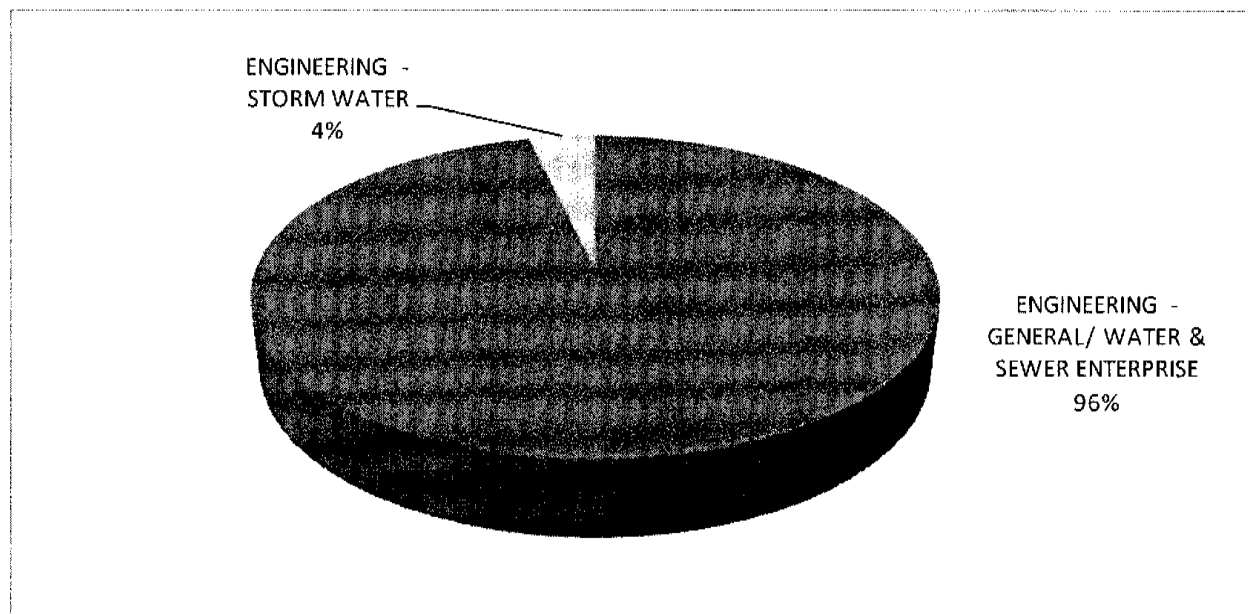
SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$5,599,801	\$6,457,755	\$7,102,747	\$7,154,617
MAINTENANCE & OPERATIONS	1,850,567	2,619,832	2,115,653	1,874,014
CAPITAL OUTLAY	21,102	48,155	0	0
GRAND TOTAL	\$7,471,470	\$9,125,742	\$9,218,400	\$9,028,631
FULL TIME POSITIONS	54.60	56.90	56.90	56.90
HOURLY/FTE POSITIONS	0.50	1.50	2.00	2.00
GENERAL FUND	\$6,312,873	\$7,880,800	\$8,380,286	\$8,189,002
WATER ENTERPRISE	695,162	746,965	502,868	503,778
SANITATION ENTERPRISE	463,435	497,977	335,246	335,851
TOTAL FUNDING	\$7,471,470	\$9,125,742	\$9,218,400	\$9,028,631

PROGRAM GROUP DESCRIPTION:

Engineering is an umbrella program that centrally manages the efforts of transportation engineering, water supply, sewer collection, storm water, parks, general engineering municipal projects, project management, front counter operations, and construction inspection. Engineering focuses on providing top quality service to other City Departments, citizens, and industry by preparing and processing the planning, design, and construction of capital projects, performing traffic and transportation studies, performing water and sewer modeling, ensuring storm water regulatory compliance, and by preparing master plans.

PROGRAM ACTIVITIES:



PROGRAM: ENGINEERING
FUND: GENERAL
PROGRAM GROUP: ENGINEERING SERVICES

ACCT NO. 001571X

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$5,599,801	\$6,301,770	\$6,978,698	\$7,018,052
MAINTENANCE & OPERATIONS	1,850,567	2,420,980	1,824,009	1,678,800
CAPITAL OUTLAY	21,102	24,103	0	0
GRAND TOTAL	\$7,471,470	\$8,746,853	\$8,802,707	\$8,696,852
FULL TIME POSITIONS	54.60	56.90	55.90	55.90
HOURLY/FTE POSITIONS	0.50	1.50	2.00	2.00
GENERAL FUND	\$6,312,873	\$7,501,911	\$7,964,593	\$7,857,223
WATER ENTERPRISE	695,162	746,965	502,868	503,778
SANITATION ENTERPRISE	463,435	497,977	335,246	335,851
TOTAL FUNDING	\$7,471,470	\$8,746,853	\$8,802,707	\$8,696,852

WORK PROGRAM:

The Engineering Department supports the City Council's goals by providing high-quality service in transportation engineering, water supply, sewer collection, parks, general engineering municipal projects, project management, front counter operations, and construction inspection. The Engineering Department provides services to the public and other City departments through preparation and processing of planning, design, and construction of capital projects and performing traffic and transportation studies, water and sewer modeling and preparation of master plans. The department is also responsible for ensuring that private development and public improvements are properly designed, constructed, and inspected while maintaining public safety and the well being of the community.

PROGRAM ACTIVITIES:

Administration

- Coordinate with all divisions to ensure accomplishment of City Council Goals and Objectives, provide administrative and clerical support to all divisions, ensure that the management reporting system is accurately maintained and generates all reports on schedule, and provide accurate records filed in a standardized and efficient manner.

Development Services

- Provide comprehensive engineering input for all land use development applications, process engineering development plans and maps in a professional manner, maintain high-quality and meet production goals; ensure engineering questions related to land development are answered in a timely manner; assist customers in navigating revised stormwater standards and implement revised fee programs.

Planning and Programs

- Coordinate the preparation of the annual update to the City's Capital Improvement Program, update facility impact fee programs, and assist developers with the formation of finance districts to fund major public improvements. Administer and coordinate engineering activities for beach erosion, lagoon restoration, growth management monitoring, facility maintenance and operations asset management activities and asset inventory creation.

Design

- Design citywide capital improvement projects including sustainable energy infrastructure, domestic and recycled water systems, wastewater systems, storm drains, civic and municipal buildings, park improvements, street improvements, perform markouts, prepare master plans, conduct special studies and investigations, apply for grants and loans, and assist with water resource development. For each project a variety of services are provided including planning, preparation of final plans and specifications, water quality investigations, technical engineering assistance, mapping, facility location and administration, and project management.

PROGRAM ACTIVITIES (continued):

Transportation

- Review, investigate, analyze, and resolve a wide variety of traffic and transportation issues, concerns, complaints, and inquiries. Maintain records of collision reports, speed surveys, and traffic counts. Assist in maintaining optimum traffic signal operations and efficient traffic flow. Provide resource assistance to other City Departments on a wide variety of traffic issues.

Construction Management and Inspection

- Perform construction management and inspection for capital improvement projects and private developments. Ensure construction of high-quality public improvements. Minimize inconvenience to the public while ensuring safe work sites.

KEY ACHIEVEMENTS FOR 2008-09:

Design Completed

- Calendar Year 2009 Slurry Seal Overlay and Pavement Overlay
- Calendar Year 2009 Concrete Replacement
- Calendar Year 2009 Corrugated Metal Pipe Replacements
- Calendar Year 2009 N.W. Quadrant Sewer Rehabilitation
- Upper and Lower Faraday Lift Station Removal
- La Golandrina Sewer Extension
- La Costa Meadows Sewer Extension
- Poinsettia Park Parking Lot Expansion
- Maerke Facility Improvements
- "D" Reservoir Drainage Improvements
- Homeplant Trunk Sewer

Construction Completed

- Calendar Year 2008 Concrete Replacement
- Calendar Year 2008 Pavement Overlay
- Calendar Year 2008 Slurry Seal
- Calendar Year 2008 N.W. Quadrant Storm Drain Replacement
- Carlsbad Bridge Retrofit
- Olivenhain/Rancho Santa Fe Road Improvements
- Cynthia Lane Storm Drain Improvements
- Beech Street Sewer Replacement
- Vista/Carlsbad Interceptor Sewer Replacement
- North Agua Hedionda Interceptor Sewer - West Segment
- Rancho Carrillo Water Pipe
- Poinsettia Park Tennis Courts
- Fire Station No. 6
- Library Learning Center
- Upper and Lower Faraday Lift Station Removals
- Calle Gavanzo French Drains
- Rancho Carrillo Water Pipeline Extension
- El Camino Real Widening at Cougar Drive
- Romeria Street Channel Improvement
- El Camino Real Transmission Main from Faraday to Cougar
- Carlsbad Village Drive and Avenida De Anita Intersection Improvements
- Carlsbad Boulevard Sinkhole Repair
- Point 'D' Piping Removal at Palomar Airport Road and El Camino Real
- Mira Monte Access Control Gates
- Calle Gavanzo Drainage Improvements
- Cameo Road Corrugated Metal Pipe and Water Pipeline Replacement
- Reservoir Fencing
- Lake Calavera Remedial Improvements

PROGRAM: **ENGINEERING**
FUND: **GENERAL**
PROGRAM GROUP: **ENGINEERING SERVICES**

PAGE THREE

ACCT NO. 001571X

KEY ACHIEVEMENTS FOR 2008-09 (continued):

- Fiscal Year 2007-08 Portland Cement Concrete Replacement Project
- Olivenhain/Rancho Santa Fe Road Improvements
- Oak Avenue Sewer Replacement
- Poinsettia Park Tennis Courts

Traffic Signals Constructed at the Following Intersections

- Poinsettia Lane at Blackrail Road
- Calle Barcelona at Paseo Avellano
- Rancho Santa Fe Road and Fire Station No. 6 Driveway

Private Development Inspections Completed

- Bressi Ranch Village Square
- Tri-City Medical Plaza
- Aspirations Day Care
- Bressi Ranch - Lots 14 to 19 and 33 to 38
- The Towers
- Poinsettia Commons
- Pacific Ridge School
- Carlsbad Oaks North Phase I
- Robertson Ranch Affordable Housing
- Opus Point West
- Pacific Palisades Unit 1 and 2
- Emerald Point Estates
- Calavera Hills Villages K, U, W and X
- College Avenue and Cannon Road Widening
- Robertson Ranch Lots 12 and 13
- Carlsbad Village Medical Plaza

Other Projects

- City Council Approved Drainage Master Plan
- City Council Adopted Revised Planned Local Drain Area Fee Program Update
- City Council Adopted Pedestrian Master Plan
- City Council Adopted Bicycle Master Plan
- Completed Bridge Preventive Maintenance Plan
- Revised Traffic Impact Fee Program
- Implemented the New Regional Transportation Congestion Improvement Program
- Created the Easement Asset Inventory
- Initiated the Creation of a Enterprise Geo-data Base for the Geographic Information System
- Completed Multiple Assessment Apportionments and Developer Reimbursements for Assessment District 02-01, Poinsettia Lane East
- Completed Multiple Assessment Apportionments and Developer Reimbursements for Assessment District 03-01, College Boulevard and Cannon Road East
- Completed Multiple Developer Reimbursements for Community Facilities District No.3 – Faraday, Melrose and Palomar Airport Road
- City Council Adopted the Fiscal Year 2008-09 Capital Improvement Program
- City Council Certification of Aqua Hedionda Channel Dredging Environmental Impact Report
- Secured Memorandum of Understanding with SANDAG for Environmental Review, Design and Permitting for the Regional Beach Sand Project
- Completed Review and Issued Permits for Grading on the N.E Quadrant Park Site
- Updated Storm Water Permit Processing Fees
- Created new Development Services Web Portal Site Map
- Streamlined Inter-departmental Processing of Discretionary Applications
- Completed Phase 1 of the Development Services Business Process Review
- Provided Engineering Support for Ponto Vision Plan
- Standardized Engineering Public Handouts to Coordinate With Other Development Services Departments

KEY GOALS FOR 2009-10:

Transportation/Circulation

- Continue to Work Toward the Environmental Processing, Design, and/or Construction of Major Road Projects Including: College Boulevard Reach A, Cannon Reach 4, Poinsettia Lane Reach E, and spot widening of El Camino Real.
- Update Traffic Signal Coordination Timing on El Camino Real, Palomar Airport Road and Rancho Santa Fe Road.

Design

- Complete OSM Manual for Mahr Reservoir
- Initiate Water, Wastewater, and Recycled Water Master Plans
- Obtain bids for First Responders Training Facility
- Complete Renewable Energy Master Plan
- Complete Agreement With Vista to Fund Vista/Carlsbad Interceptor Sewer Improvements

Planning and Programs

- Prepare Fiscal Year 2009-10 Capital Improvement Program
- Complete the Enterprise Geo-Database
- Continue Creation and Maintenance of the "Current" Inventory of Infrastructure Assets
- Support Development of Asset Management Activities With City Departments
- Pursue Funding for Bridge Preventive Maintenance Plan Activities
- Pursue Funding for Pedestrian and Bicycle Facilities
- Participate in Environmental Review, Design and Permitting Activities for the Regional Beach Sand Project
- Study the Traffic Impact Fee Project List and Revise/Update the Traffic Impact Fee Program
- Coordinate With Various Agencies Regarding Maintenance Dredging of Batiquitos Lagoon.
- Coordinate With Various Agencies Regarding Restoration of Buena Vista Lagoon
- Coordinate Opportunistic Sand Program Applications
- Staff Support to the Carlsbad Beach Preservation Committee
- Support Efforts to Secure Financing for College Boulevard, Reach A
- Support Efforts to Secure Financing for Poinsettia Lane, Reach E
- Update the City's Standard Urban Stormwater Mitigation Plan (SUSMP)
- Assist With Preparation and Adoption of Regional Hydro Modification Plan Standards
- Implement Development Services Website Portal

Environmental Management

- Update Storm Drain Master Plans per the Growth Management Data and National Pollutant Discharge Elimination System (NPDES) Requirements and Determine if the Current Planned Facilities and Planned Local Drainage Area Fees are Adequate for the Existing Rate of Growth and Future Build out.

Construction Management & Inspection

- Update Construction Management and Inspection Division Inspection Manual
- Workload and Business Processes of the Construction Management and Inspection Division are Reviewed and
- Updated as Necessary to Ensure Efficiency, Reliability and Accountability in the Close Out Process for Development Projects Including Development Improvement Agreements, Subdivision Improvement Agreements and Grading Agreements and Their Associated Securities, Including bonds, Letters of Credit, and Cash Deposits.

SIGNIFICANT CHANGES:

- Due to the economic recession, the Deputy City Engineer, Development Services Division, will be frozen and unfunded. This position will be partially back-filled by existing staff which may take them away from other duties.
- A part-time Inspector, Construction Management and Inspection Services Division, will be frozen and unfunded due to the economic recession.

PROGRAM: ENGINEERING
FUND: GENERAL
PROGRAM GROUP: ENGINEERING SERVICES

ACCT NO. 0015712

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$0	\$155,985	\$124,049	\$136,565
MAINTENANCE & OPERATIONS	0	198,852	291,644	195,214
CAPITAL OUTLAY	0	24,052	0	0
GRAND TOTAL	\$0	\$378,889	\$415,693	\$331,779
FULL TIME POSITIONS	0.00	0.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Ensure compliance with National Pollutant Discharge Elimination System (NPDES) Urban Storm Water Permit No. 2007-0001 NPDES Permit issued by the San Diego Regional Water Quality Control Board ("SDRWQCB"); review and approve Storm Water Pollution Prevention Plans (SWPPP's) for construction projects and special events (Carlsbad Marathon, Jazz in the Parks, Spring/Fall Village Fairs, Carlsbad 5000, etc); inspect and enforce NPDES Permit requirements for construction projects and special events; annually inspect and verify maintenance and effectiveness of all permanent private storm water pollution prevention facilities installed since 2001.

PROGRAM ACTIVITIES:

Construction Project Storm Water Compliance

Engineering Department staff review and approve Construction SWPPP's for all private construction projects (building, grading and improvement projects) to ensure the provision of effective storm water pollution control measures. Engineering staff also inspect and enforce storm water pollution prevention compliance during construction activities.

Special Event Storm Water Compliance

This program activity is required by the 2007 update to the NPDES Permit and additional requirements for special events were added to the Municipal Code in 2007. Promoters of special events in the City are required to prepare and submit for City approval special event SWPPPs describing measures to identify and prevent pollutants from entering the City's environmentally sensitive areas. Engineering staff review and approve the special event SWPPPs prior to each special event and ensure compliance during the special events. Post event inspection of the venue also takes place by Engineering staff.

Annual Storm Water Facility Inspection Program

This program activity is required by the 2007 update to the NPDES Permit. Engineering Department staff is required to annually inspect all permanent private storm water pollution control facilities installed since 2001. Additionally, Engineering Department staff are required to administer a program requiring the owners of all private storm water pollution control facilities to verify the maintenance and effectiveness of each facility located on their property.

Annual City Storm Water Reporting

Engineering Department staff is required to prepare reports describing City compliance with the Engineering Storm Water Program activities for inclusion in the annual Jurisdictional Urban Runoff Management Plan ("JURMP") Report to be submitted to the SDRWQCB pursuant to NPDES Permit requirements.

PROGRAM: **ENGINEERING**
FUND: **GENERAL**
PROGRAM GROUP: **ENGINEERING SERVICES**

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ACCT NO. 0015712

KEY ACHIEVEMENTS FOR 2008-09:

- Conducted on-site inspections of all private construction sites to ensure storm water program compliance
- Prioritization of active grading permits, special events and permanent private pollution control facilities
- Creation of a new NPDES database for special events and permanent private pollution control facilities
- Participation in a special events workshop for event sponsors
- Implementation of pre-event and post-event inspections for all high priority special events
- Completion of all required and permanent private pollution control facilities inspections prior to the rainy season
- Issuance of all required and permanent private pollution control facilities verification forms prior to the rainy season
- Development of new outreach materials for owners of permanent private pollution control facilities including a new brochure and fact sheet

KEY GOALS FOR 2009-10:

- Develop and implement a program for annual inspection of permanent private pollution control facilities
- Continue process improvements for permanent private pollution control facility inspections, verifications, and tracking
- Develop assessment tools for NPDES activities
- Continue to improve the permanent private pollution control facilities database
- Update Construction and Special Event SWPPP review and inspection fees

SIGNIFICANT CHANGES:

- Development Storm Water Inspection services have been reduced based on current demand.

PROGRAM: GENERAL SERVICES
FUND: VARIOUS
PROGRAM GROUP: GENERAL SERVICES

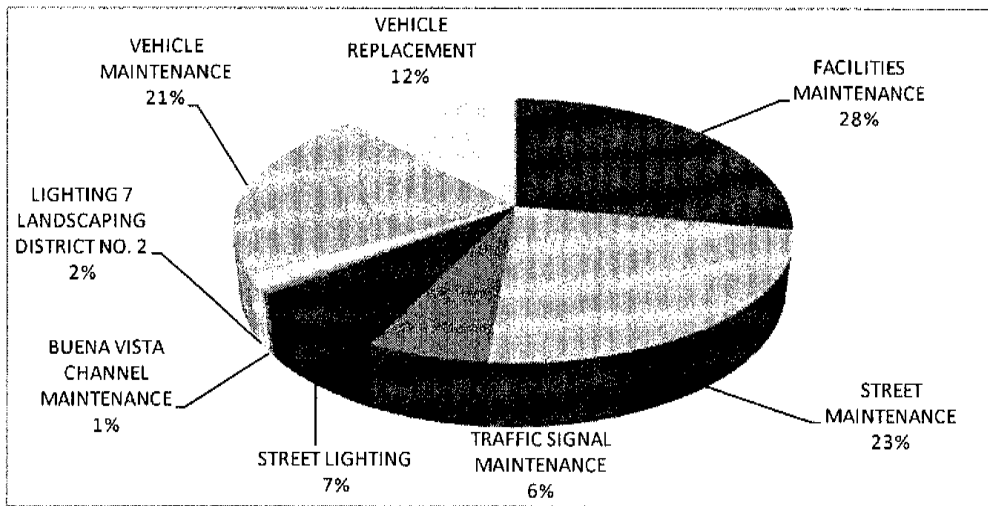
SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$4,045,536	\$4,355,191	\$4,679,001	\$4,630,847
MAINTENANCE & OPERATIONS	6,972,812	6,822,721	7,175,893	7,206,971
CAPITAL OUTLAY	2,780,041	1,368,984	1,095,000	1,524,000
GRAND TOTAL	\$13,798,389	\$12,546,896	\$12,949,894	\$13,361,818
FULL TIME POSITIONS	54.85	56.55	57.35	57.50
HOURLY/FTE POSITIONS	1.67	1.34	1.34	1.34

PROGRAM GROUP DESCRIPTION:

The City's General Services Department is responsible for the preventative maintenance and repair of city facilities, including city buildings and vehicles as well as city streets, including street lights and traffic signals.

PROGRAM ACTIVITIES:



SIGNIFICANT CHANGES:

The Parks Division was included as part of Public Works-General Services in prior fiscal years. The Division, including Park Maintenance, Trails, Street Tree Maintenance and Median Maintenance, was merged with the Recreation Department in January 2009. Current year budget as well as prior years' data is now reflected in the Parks and Recreation Department in Community Services.

PROGRAM: FACILITIES MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 0015060

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,533,435	\$1,620,767	\$1,734,368	\$1,703,028
MAINTENANCE & OPERATIONS	1,597,528	1,750,677	1,922,249	2,004,387
CAPITAL OUTLAY	290,264	395,355	27,000	0
GRAND TOTAL	\$3,421,227	\$3,766,799	\$3,683,617	\$3,707,415
FULL TIME POSITIONS	21.45	22.15	22.85	23.00
HOURLY/FTE POSITIONS	1.17	0.84	0.84	0.84

WORK PROGRAM:

Maintain and preserve City facilities to provide safe, attractive, and energy efficient buildings for the City to conduct its business and provide services to the community.

PERFORMANCE MEASURES:

Overall Ratings

- Benchmark
Ninety percent (90%) of ratings are at or above 7 on a 10-point scale.
- Result
Ninety-three percent (93%) of ratings were at or above 7 on a 10-point scale.

Cost Per Square Foot

- Benchmark
Carlsbad Facilities maintenance cost per square foot will be close to the National Benchmark of government institutions (\$8.62 is National benchmark adjusted for California).
- Result
Carlsbad Facilities maintenance cost per square foot is \$7.47

Internal Surveys

- Benchmark
Ninety percent (90%) of internal surveys returned indicate overall service by Facilities Maintenance as good to excellent in all survey categories.
- Result
Eighty-three percent (83%) of internal surveys returned indicated the overall service by Facilities Maintenance as good to excellent in all survey categories.

Work Orders

- Benchmark
Ninety percent (90%) of Emergency work orders completed within 24 hours; ninety percent (90%) of High Priority work orders completed within 72 hours; ninety percent (90%) of Medium Priority work orders completed within 20 days; ninety percent (90%) of Low Priority work orders completed within 30 days.
- Results
One Hundred percent (100%) of Emergency work orders completed within 24 hours; ninety-seven percent (97%) of High Priority work orders completed within 72 hours; ninety-seven percent (97%) of Medium Priority work orders completed within 20 days; ninety-seven percent (97%) of Low Priority work orders completed within 30 days.

PROGRAM: FACILITIES MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: GENERAL SERVICES

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ACCT NO. 0015060

PROGRAM ACTIVITIES:

Building Maintenance

- Perform repairs and alterations as required to maintain and operate City facilities at a professional level. Perform emergency repairs to eliminate hazards of unsanitary conditions and reduce liability. Remodel and/or renovate City facilities to accommodate programmatic changes for City departments. Provide assistance in the relocation of staff and/or office furnishings as required. Implement and manage a preventative maintenance program for major mechanical systems, roofing, and painting.

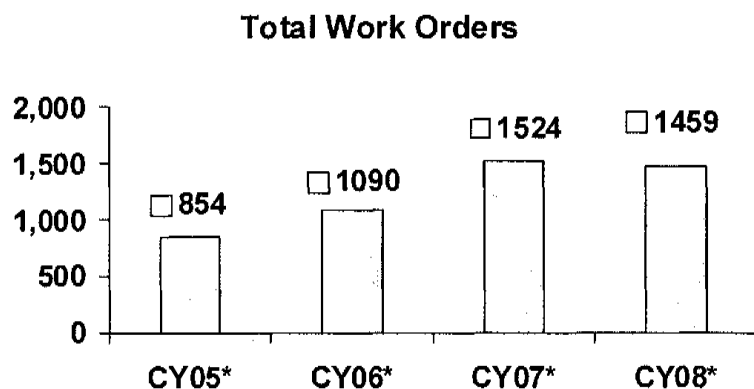
Custodial Services

- Provide professional level custodial services for all City facilities by using a combination of City staff and contract services.

Contract Maintenance

- Prepare and administer contracts for all building maintenance services (e.g. Heating Ventilation Air Conditioning (HVAC), plumbing, electrical, construction projects, and custodial services).

WORKLOAD STATISTICS:



****CY* = Calendar Year**

SIGNIFICANT CHANGES:

- A total of 0.15 Full Time positions have been reallocated from other programs to reflect the movement of Parks Maintenance from the Public Works Department to the Parks and Recreation Department.
- As a result of the economic recession, two full-time Custodian positions will be frozen and unfunded and partially back-filled with contract custodial work. This may result in a service level decrease for some of our City customers.

PROGRAM: STREET MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 0016355

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,534,386	\$1,820,224	\$1,898,893	\$1,915,143
MAINTENANCE & OPERATIONS	1,928,398	1,334,960	1,191,062	1,228,142
CAPITAL OUTLAY	41,610	8,271	0	0
GRAND TOTAL	\$3,504,394	\$3,163,455	\$3,089,955	\$3,143,285
FULL TIME POSITIONS	22.20	24.15	24.05	24.15
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Street Maintenance Division performs street and roadside maintenance to maximize the safety and circulation efficiency of the roadway system for vehicles and pedestrians.

PERFORMANCE MEASURES:

Roadway Cost:

- Benchmark
Cost per lane-mile of roadway is benchmarked to not exceed \$6,016 per street lane-mile.

Results
Cost per lane-mile of roadway equaled \$6,369 in Calendar Year 2008.

Roadway Safety:

- Benchmark
100% of roadway segments meet CalTrans collision rates.

Results
90 % of Carlsbad's roadway segments meet CalTrans collision rates.

Roadway Circulation:

- Benchmark
Travel times on Palomar Airport Road and on El Camino Real will not exceed baseline rates collected in June 2000.

Results
Travel time increased on both Palomar Airport Road and El Camino Real when measured in June 2008.

PROGRAM ACTIVITIES:

Contract Management

- Contract Management consists of contract design, inspection, and support.

Roadside Maintenance

- Roadside Maintenance activities consist of weed abatement, debris hauling, cement repair, sidewalk, handrail, and guardrail maintenance.

Drainage System Maintenance

- The cleaning of brow ditches, catch basins, drainageways, and gutters.

PROGRAM: STREET MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: GENERAL SERVICES

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ACCT NO. 0016355

PROGRAM ACTIVITIES (CONTINUED):

City Sign Maintenance

- Fabricate, install, and maintain all traffic, street name, and special signs throughout the City.

Asphalt

- Consists of crack sealing, surface patching, trench repair, base replacement, and pothole patching.

Painting

- Consists of graffiti removal, line striping, crosswalks and stop bars, pavement messages, and curb and bull nose painting. Also included are painting retaining walls, handrails, and guardrails.

SIGNIFICANT CHANGES:

- The Streets Department continues to implement and refine a work plan for major activities during FY 2009-10.
- The Streets Department will develop a program to address Federal and State mandated Retroreflectivity requirements for signs.
- A total of 0.10 full-time positions have been reallocated from other programs to reflect the movement of Parks Maintenance from the Public Works Department to the Parks and Recreation Department.
- Two full-time Maintenance Aide positions have been frozen and unfunded as a result of the economic recession. While some of the work will be performed by part-time employees, this may result in decreased response times for normal Departmental activities.

PROGRAM: TRAFFIC SIGNAL MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 0016370

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$81,679	\$84,187	\$87,564	\$89,524
MAINTENANCE & OPERATIONS	717,603	715,437	704,447	699,478
CAPITAL OUTLAY	186,949	66,401	0	0
GRAND TOTAL	\$986,231	\$866,025	\$792,011	\$789,002
FULL TIME POSITIONS	0.95	0.95	0.95	0.95
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Maintain the City's traffic signal system.

PROGRAM ACTIVITIES:

Customer Requests

- Respond to traffic signal repair requests.

Contract Administration

- Administer traffic signal maintenance agreement.

USA Markouts

- Mark underground utilities in coordination of the Dig Alert system.

Inspection/Construction Coordination

- Coordinate and inspect the installation and modification of traffic signals.

SIGNIFICANT CHANGES:

- None

PROGRAM: STREET LIGHTING
FUND: MAINTENANCE ASSESSMENT
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 1626357

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$169,317	\$140,486	\$150,927	\$155,992
MAINTENANCE & OPERATIONS	782,369	819,974	820,353	823,262
CAPITAL OUTLAY	0	157,497	150,000	0
GRAND TOTAL	\$951,686	\$1,117,957	\$1,121,280	\$979,254
FULL TIME POSITIONS	2.65	1.65	1.65	1.65
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Maintain the City's street lighting system to maximize the safety and circulation efficiency of the roadway system.

PROGRAM ACTIVITIES:

Customer Requests

- Respond to street light repair requests.

Circuits

- Troubleshoot or repair of underground circuits and associated equipment.

USA Markouts

- Mark underground utilities in coordination with the Dig Alert system.

Surveillance and Repair

- Perform night surveillance to identify and schedule needed repairs.

System Upgrades

- Installation of technological advances.

KEY GOALS FOR 2009-10

- During FY 2009-10, the plan is to retrofit all Street Lights in the City Right-of-Way to induction lighting, saving both energy and maintenance costs for the assessment districts.

PERFORMANCE MEASURES:

Description	Benchmark	Result 2008
Repair Response within 10 days	90%	94.5%

SIGNIFICANT CHANGES:

- Propose retrofit of all City-owned Street Lights to induction lighting.

PROGRAM: BUENA VISTA CHANNEL MAINTENANCE
FUND: MAINTENANCE ASSESSMENT
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 1636312

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$2,577	\$3,268	\$10,500	\$10,500
MAINTENANCE & OPERATIONS	47,172	52,890	101,000	63,700
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$49,749	\$56,158	\$111,500	\$74,200
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Buena Vista Channel Maintenance Assessment District was created to ensure that adequate monies would be collected to administer and maintain the Buena Vista Creek from Jefferson to Haymar Bridge. Property owners are assessed annually and the revenues are placed in a fund to cover the costs of major dredging of the creek.

PROGRAM ACTIVITIES:

- Administration of the Buena Vista Channel Maintenance District, monitoring revenues and calculating fees.
- Monitoring and periodic clearing of the overgrowth and silt within the channel, maintaining healthy channel.
- Remove exotic growth and replant native vegetation as necessary.
- Clear one-fifth of the north side of the channel every year.

KEY ACHIEVEMENTS FOR 2008-09:

- A complete clearing of the channel was completed in Fiscal Year 2008-09, the fifth year of the five-year program. An extension to the Streambed Alteration Agreement was successfully negotiated with the California Department of Fish and Game for an additional five years. The extension remains in effect until December 31, 2013 and allows for on-going maintenance within Buena Vista Creek.

KEY GOALS FOR 2009-10:

- Clear one-fifth of the channel length outside the coastal zone on the north half of the channel under the renegotiated Streambed Alteration Agreement.

SIGNIFICANT CHANGES:

- The existing five year maintenance contract for the clearing of the channel was extended on April 30, 2009 for an additional five years. Fiscal Year 2009-10 will be the first year of the five-year extension of the contract.

PROGRAM: LIGHTING & LANDSCAPING DISTRICT NO. 2
FUND: MAINTENANCE ASSESSMENT
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 164XXXX

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	117,017	197,329	196,887	222,036
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$117,017	\$197,329	\$196,887	\$222,036
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Lighting & Landscaping District No. 2 is for new developments in the City. It is to pay for the costs of streetlights, street trees and medians within those areas.

PROGRAM ACTIVITIES:

- Each development within District No. 2 will be considered a separate zone, with their own assessment based on the costs for that particular area of the City. The eleven zones in District No. 2 are Calavera Hills II, Kelly Ranch, the Oaks South, Thompson/Tabata, the Palomar Forum/Raceway, Bressi Ranch, the Greens, the Ridge, the Oaks North Industrial, Robertson Ranch (East Village), and the Oaks North Residential developments.

SIGNIFICANT CHANGES:

- During Fiscal Year 2008-09, one new zone was added to the district: Zone 10 (Robertson Ranch – East Village).

PROGRAM: VEHICLE MAINTENANCE
FUND: INTERNAL SERVICE
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 6205060

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$724,142	\$686,259	\$796,749	\$756,660
MAINTENANCE & OPERATIONS	1,782,725	1,951,454	2,139,895	2,115,966
CAPITAL OUTLAY	0	9,473	20,000	0
GRAND TOTAL	\$2,506,867	\$2,647,186	\$2,956,644	\$2,872,626
FULL TIME POSITIONS	7.60	7.65	7.85	7.75
HOURLY/FTE POSITIONS	0.50	0.50	0.50	0.50

WORK PROGRAM:

Fleet Operations is an Internal Service fund within the City, which provides continuous repair and maintenance service for City-owned vehicles and equipment operated by City departments. Fees developed on a cost recovery system based on a per-mile/hour charge by class of vehicle generate revenues to this department. This program involves all facets of vehicle repair, maintenance, and parts; ensures that adequate supplies of fuel and oil are available to operating departments, and administers the collection and disposal of hazardous waste generated by City departments. The 'in-service' fleet is comprised of 333 vehicles and 149 other pieces of equipment.

PERFORMANCE MEASURES:

Work Orders

- Benchmark
90% of scheduled preventive maintenance work orders are completed within 24 hours from the time the vehicle is delivered to the shop.
- Result
63% of scheduled preventative maintenance work orders were completed within 24 hours from the time the vehicle was delivered to the shop.

Unit Availability

- Benchmark
95% of fleet units are available to meet City needs.
- Result
98% of fleet units are available to meet City needs.

Internal Surveys

- Benchmark
90% of internal surveys returned indicate overall service by fleet Maintenance as good to excellent in all survey categories.
- Result
89% of internal surveys returned indicated the overall service by fleet Maintenance as good to excellent in all survey categories.

PROGRAM ACTIVITIES:

Repair and Maintenance

- Provide routine preventative maintenance and repairs for the fleet; inspect vehicles required for the Biannual Inspection of Terminals (BIT) and smog programs; sublet repairs to vendors as necessary; make road calls for units disabled in the field.

PROGRAM: VEHICLE MAINTENANCE
FUND: INTERNAL SERVICE
PROGRAM GROUP: GENERAL SERVICES

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ACCT NO. 6205060

PROGRAM ACTIVITIES (continued):

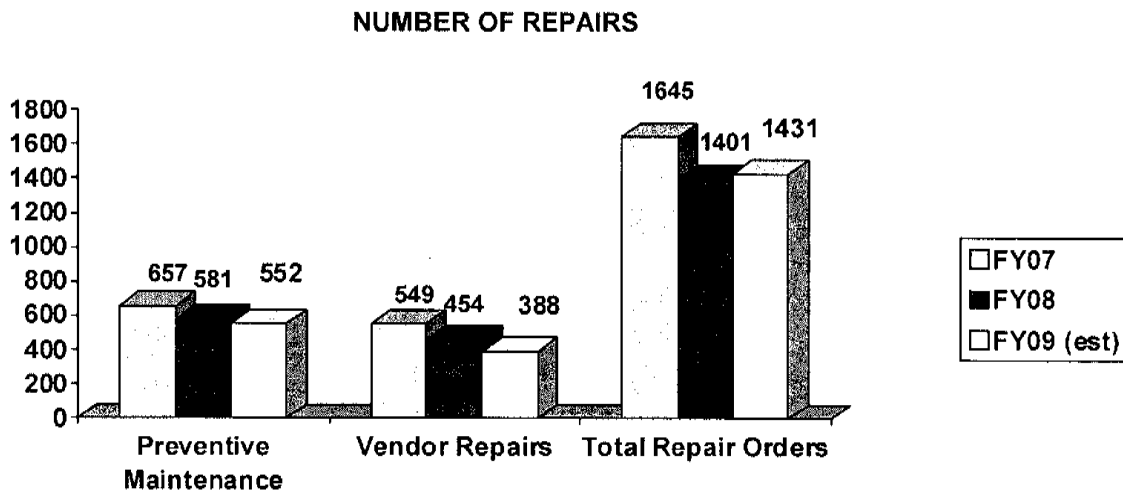
Auto Parts

- Secure needed items for the maintenance and repair of the fleet through cooperative buying with other cities or through State Net Discount; provide a perpetual inventory and automatically reorder quantities through the automated management system.

Fuel and Oil

- Secure the necessary fuel and lubricating oil stocks through cooperative buying contracts with other agencies; maintain sufficient stock on hand for emergencies; continue to supply fuels to Encina Wastewater Authority; monitor fuel tanks in accordance with State and County regulations.

WORKLOAD STATISTICS:



SIGNIFICANT CHANGES:

- The number of Preventative Maintenance events, and the number of outsourced repairs are decreasing. This is due to a concerted effort on the part of Fleet Management to be more selective on what work is performed in-house vs. what is sent to a contract vendor. Preventative Maintenance Schedules have been revised to improve efficiency, while still following manufacturers' guidelines and ensuring safety. Intervals have been extended from 3,000 miles to 5,000 miles, where appropriate.
- For FY 2009-10, Fleet Maintenance Staff will be implementing new Fleet Management software, to improve business processes and help better utilize the fleet data that is collected.
- A total of 0.10 positions have been reallocated. This includes removal of 0.2 FTE for a Warehouse Specialist, and the addition of 0.1 FTE, representing the time of the Public Works Manager, General Services, which was reallocated from Parks Maintenance due to the transfer of this division to the Parks and Recreation Department. In an effort to save budget dollars, one vacant position, an Equipment Technician II, has been funded at the level of an Equipment Service Worker. This will result in somewhat decreased levels of service from this position, but will give Fleet Operations flexibility during uncertain financial times.
- Additionally, cuts have been made to Parts and Outside Vehicle Maintenance due to the economic recession. While some impact on customers may be realized, these cuts can be absorbed by improving efficiency and working with vendors on pricing.

PROGRAM: VEHICLE REPLACEMENT
FUND: INTERNAL SERVICE
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 6215061

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	0	0	100,000	50,000
CAPITAL OUTLAY	2,261,218	731,987	898,000	1,524,000
GRAND TOTAL	\$2,261,218	\$731,987	\$998,000	\$1,574,000
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

2007-08 Capital Outlay was previously all shown in Maintenance and Operations

WORK PROGRAM:

This program sets a replacement charge for each piece of equipment in the City's motorized rental fleet with a value of \$5,000 or greater. This includes the determination of the economic life of individual units set forth in Administrative Order No. 3; the development of proper specifications to suit users' needs; outfitting of new units before being placed into service; and preparing replaced units for sale at auction or to interested public agencies or special districts. The replacement of units enables the City to meet clean air requirements of the San Diego Basin and ensures a more cost-effective fleet.

PROGRAM ACTIVITIES:

Fund Maintenance

- Calculate future acquisition costs for units costing \$5,000 or more in the rental fleet and establish an average replacement charge by unit class.

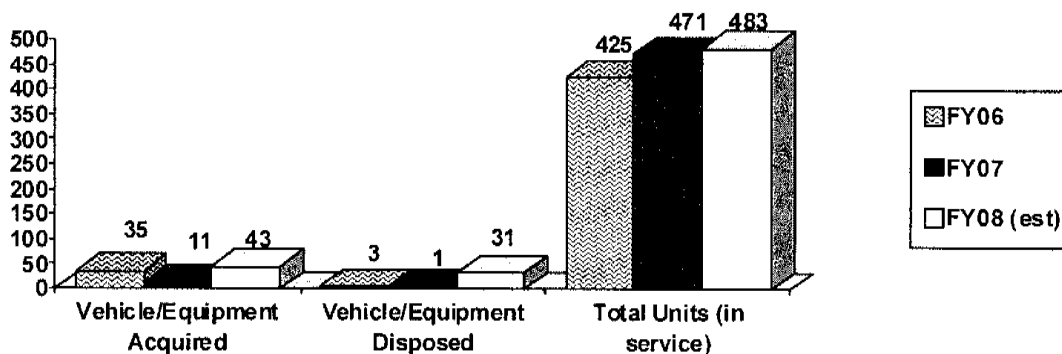
Specification Writing

- Write specifications for the purchase of replacement units combining the needs of the users and economic reality of the City.

Purchase and Disposal

- In partnership with the Finance department, buy replacement units through the public bid process or in cooperation with other public agencies through cooperative purchasing programs. Arrange for the public auction of replaced units or sell them to other interested public agencies or special districts.

WORKLOAD STATISTICS:



SIGNIFICANT CHANGES:

- Of the 95 units that met age, mileage or both replacement criteria, only 28 were selected for replacement. Seven vehicles were downsized, and one sedan will be replaced with a hybrid.
- For FY 09-10, Fleet staff will be implementing new Fleet Management software, with the aim of improving decision-making capabilities for the Fleet Manager.

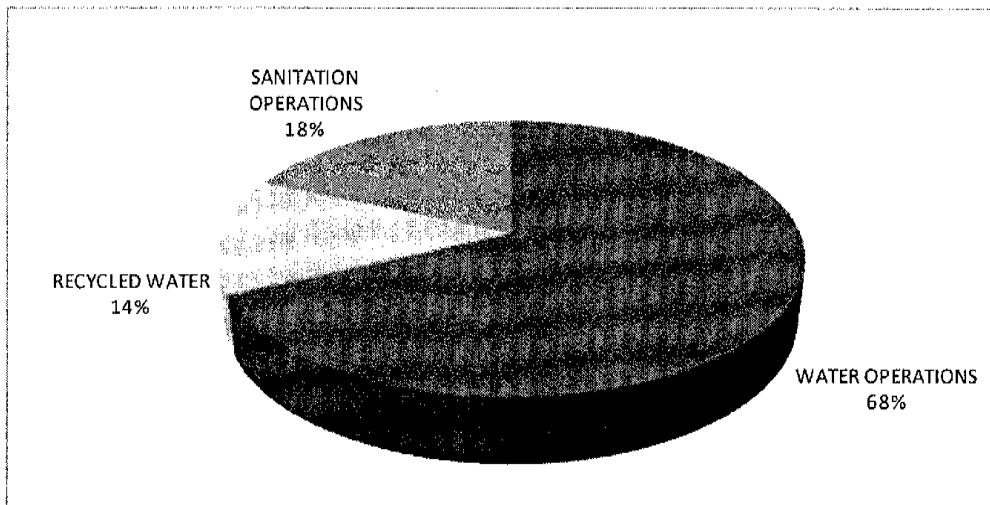
PROGRAM: MAINTENANCE & OPERATIONS
FUND: VARIOUS
PROGRAM GROUP: MAINTENANCE & OPERATIONS **SUMMARY**

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$7,001,140	\$4,576,801	\$5,056,286	\$5,294,293
MAINTENANCE & OPERATIONS	43,788,842	35,978,988	38,748,120	46,066,836
CAPITAL OUTLAY	56,824	145,797	793,875	31,080
GRAND TOTAL	\$50,846,806	\$40,701,586	\$44,598,281	\$51,392,209
FULL TIME POSITIONS	48.50	55.45	55.20	55.40
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

This department is responsible for preventive maintenance, repair, and operations of City and Water District infrastructure including City water and sanitation systems.

PROGRAM ACTIVITIES:



KEY ACHIEVEMENTS FOR 2007-08:

Potable and Recycled Water Operations

- Delivered 21,500 acre-feet of potable water while meeting all the health standards established by State and Federal governments.
- Installed, maintained and read an additional 448 new water meters; the total number of water meters in the system now exceeds 27,770.
- Irrigated approximately 2,950 acres with recycled water at 1,175 sites.
- Averaged about 2.3 mgd of recycled water in lieu of potable water.

Wastewater Operations

- Operated 14 sewer lift stations averaging 7.04 mgd of sewage pumped without a failing that resulted in a sewage spill or contamination of the environment.
- Maintained 265 miles of sewer mains.

PROGRAM: MAINTENANCE & OPERATIONS
FUND: VARIOUS
PROGRAM GROUP: MAINTENANCE & OPERATIONS

PAGE TWO

SUMMARY

KEY ACHIEVEMENTS FOR 2007-08 (continued):

- High-pressure cleaned approximately 239 miles (as of April 30, 2009) of sewer main lines.
- Added an additional 5 Smartcovers for a total of 10 within the sewer service area.
- Worked with EWA to upgrade existing ADS flow meters with Intelliserve – which enables our member agencies to collect "real-time-data" and receive flow level alarms.

Storm Drain Maintenance

- No beach postings from bacterial exceedances in ocean water from urban runoff in Carlsbad.
- 89% of beach outfalls were investigated and resampled within 5 business days of receiving lab results.

KEY GOALS FOR 2009-10:

Top Quality Services/Environmental Management

- Enhance planning and management of Water Operations, Sanitation Operations, and Construction Maintenance through implementation of an automated work management system.
- Ensure the availability of safe drinking water through implementation of public water system protective measures that balance the risks between microbial pathogens and disinfection byproducts.
- Sustain a performance-oriented organization incorporating continuous improvement through development and implementation of preventive maintenance schedules.
- Ensure the environmental sensitivity of the community through compliance of City Work Yards with appropriate Storm Water Permits and guidelines.

PROGRAM: WATER OPERATIONS
FUND: WATER ENTERPRISE
PROGRAM GROUP: MAINTENANCE & OPERATIONS ACCT NO. 5016310/5026310

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$5,860,506	\$3,333,183	\$3,372,557	\$3,425,726
MAINTENANCE & OPERATIONS	36,383,553	27,413,752	31,054,960	37,769,762
CAPITAL/DEBT/TRANSFERS	2,983	89,380	53,875	12,235
GRAND TOTAL	\$42,247,042	\$30,836,315	\$34,481,392	\$41,207,723
FULL TIME POSITIONS	34.75	35.50	35.15	34.85
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The Carlsbad Municipal Water District, a subsidiary district of the City of Carlsbad, provides potable water service to approximately 85 percent of the City (86,140 customers). The District purchases 100% of its potable water as treated water from the San Diego County Water Authority. In FY 2005-06, the District's Phase II Recycled Water Plant began production. In addition, the District continues to buy recycled water from the Leucadia Wastewater Authority and Vallecitos Water District.

PROGRAM ACTIVITIES:

Water Operations

- Provide operation and maintenance of the potable and recycled water reservoirs, pumping, regulating, and disinfection activities; collect water quality samples to ensure compliance with State and Federal regulations.

Water Construction/Maintenance

- Schedule and perform water system maintenance to ensure a safe and efficient water distribution system.

Meter Services

- Collect water customer usage data for utility billing to ensure financial viability of the District through timely and accurate revenue collections; provide customer service for water utility customers; and install, replace and maintain water meters.

Cross-Connection Control

- Implement and enforce cross-connection control of potable and recycled water systems to ensure a safe supply of potable water, and compliance with State and Federal regulations.

PERFORMANCE/WORKLOAD MEASURES:

Water Cost

- Annual water loss not to exceed six percent as set by the California Department of Water Resources. Distribution system losses commonly range between 6% and 15%. The American Water Works Association recommends that the loss after treatment be maintained at 10% or less

Fiscal Year	Water Loss	Cost per Acre-Foot
2003-04	6%	\$784
2004-05	5%	\$828
2005-06	6%	\$901
2006-07	3%	\$936
2007-08	4%	\$1,062

PERFORMANCE/WORKLOAD MEASURES (continued)

Potable Water Quality

- Ninety-eight percent (98%) of bacteria samples free of coliform bacteria as adopted by the City's Performance Measurement Team. The State requirement is that less than 5 percent of all samples collected during any month are total coliform-positive.

Fiscal Year	No. Samples Collected	Percent Bacteria-Free
2003-04	1,752	99.9%
2004-05	1,724	99.8%
2005-06	1,719	99.9%
2006-07	1,716	100.0%
2007-08	1,601	99.8%

Water Service Delivery

- The ratio of total leaks and breaks compared to the total water pipe in the system. This measure is calculated by dividing the total number of leaks and breaks during the reporting period by the total miles of pipe in the water distribution system and multiplying the result by 100.

Fiscal Year	Leaks	Breaks	Miles of Distribution Pipe	System Integrity Rate per 100 miles
2007-08				
Potable Water	96	40	447	30.4
Recycled Water	0	0	70	0

SIGNIFICANT CHANGES:

- A total of 0.30 full-time positions have been reallocated to other programs to better reflect each program's workload.
- The cost of purchased water from the San Diego County Water Authority and Metropolitan Water District has increased significantly due to the drought and pumping restrictions. In 2009-10, expenditures for purchased water are estimated at almost \$5 million higher (25%) than in 2008-09. In addition to increased water costs, increases are expected in electricity costs associated with water pumping, pipeline repairs, hydrants, ports and supplies, and costs related to management of the hardware and software to keep the SCADA system running at an optimal level.

PROGRAM: WASTEWATER OPERATIONS
FUND: WASTEWATER ENTERPRISE
PROGRAM GROUP: MAINTENANCE & OPERATIONS

ACCT NO. 5116310

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$1,140,634	\$1,243,618	\$1,683,729	\$1,868,567
MAINTENANCE & OPERATIONS	7,405,289	8,565,236	7,693,160	8,297,074
CAPITAL/TRANSFERS	53,841	56,417	740,000	18,845
GRAND TOTAL	\$8,599,764	\$9,865,271	\$10,116,889	\$10,184,486
FULL TIME POSITIONS	13.75	19.95	20.05	20.55
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The Wastewater Division operates and maintains the sanitary sewer system which covers approximately 65% of the geographic area of the City (65,870 customers). Sewage is treated by the Encina Wastewater Treatment Plant, a facility jointly owned by the Cities of Carlsbad and Vista, the Leucadia County Water District, the Vallecitos Water District, the Buena Vista Sanitation District, and the Encinitas Sanitary District.

PROGRAM ACTIVITIES:

Sanitation Operations

- Provide operation, maintenance and inspection of the 14 sanitary sewer system lift stations and wet wells to ensure compliance with state and federal regulations.

Sanitation Collections

- Provide cleaning and inspection of approximately 284 miles of sanitary sewer system conveyance main lines and associated access holes to ensure compliance with state and federal regulations.

PERFORMANCE MEASURES:

Sewer Cost Efficiency

Fiscal Year	Expenses	Annual Flow (MG)	\$/MG
2003-04	\$3,946,119	2,789	\$1,415
2004-05	\$3,992,462	2,688	\$1,485
2005-06	\$3,766,058	2,416	\$1,559
2006-07	\$5,386,432	2,486	\$2,167
2007-08	\$6,396,455	2,906	\$2,201

PROGRAM: WASTEWATER OPERATIONS
FUND: WASTEWATER ENTERPRISE
PROGRAM GROUP: MAINTENANCE & OPERATIONS

PAGE TWO

ACCT NO. 5116310

PERFORMANCE MEASURES (continued):

Sewer System Service Delivery

- The ratio of sewer overflows compared to the total sewer pipe in the system. This measure is calculated by dividing the total number of sewer overflows during the reporting period by the total miles of pipe in the sewage collection system and multiplying the result by 100. This indicator is a measure of the collection system piping condition and the effectiveness of routine maintenance.

Fiscal Year	No. of Overflows	Total Miles of Sewer Pipes	Rate per 100 Miles
2003-04	6	235	2.55
2004-05	11	254	4.33
2005-06	7	260	2.69
2006-07	13	265	4.90
2007-08	7	284	2.46

SIGNIFICANT CHANGES:

- A total of 0.50 full-time positions have been reallocated from other programs to better reflect each program's workload.
- Chemical treatment is planned to mitigate odor problems at four City lift stations.
- Additional funding is included for management of the hardware and software of the SCADA system to keep the system running at an optimal level.
- Data collection from the sewer camera van (CCTV) will be enhanced through the purchase of additional software which will assist with documentation, analysis, and timely maintenance of the sewer infrastructure system.

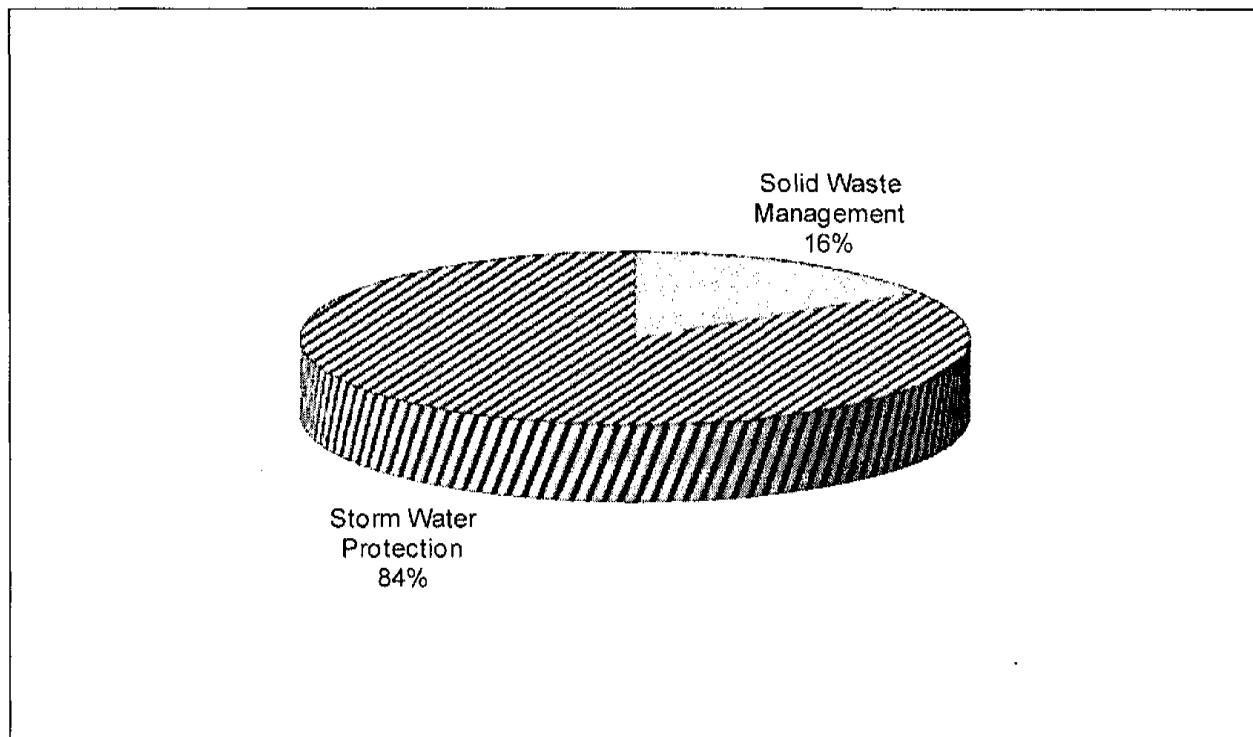
PROGRAM:	SOLID WASTE MANAGEMENT	
FUND:	VARIOUS	
PROGRAM GROUP:	ENVIRONMENTAL PROGRAMS	SUMMARY

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$814,457	\$891,282	\$1,135,646	\$1,146,758
MAINTENANCE & OPERATIONS	1,063,737	1,661,981	2,084,791	2,031,358
CAPITAL OUTLAY	23,051	34,853	0	0
GRAND TOTAL	\$1,901,245	\$2,588,116	\$3,220,437	\$3,178,116
FULL TIME POSITIONS	8.90	11.70	11.95	12.10
HOURLY/FTE POSITIONS	0.20	0.20	0.20	0.20

PROGRAM GROUP DESCRIPTION:

Environmental Programs is an umbrella program to centrally manage the efforts of the storm water division, solid waste and water conservation. The program focuses on presenting a unified message to citizens and industry, providing easy access to information, increasing public awareness and more efficiently using our resources. In 2008-2009, the fourth annual special collection event for Household Hazardous Waste and Electronic Waste was held. For 2009-2010, the environmental programs will continue to adapt to a changing regulatory environment. This program also includes the Beverage Container Grant.

PROGRAM ACTIVITIES:



PROGRAM: SOLID WASTE MANAGEMENT
FUND: SOLID WASTE ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL PROGRAMS **ACCT NO. 5206375/5206390**

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$99,573	\$66,887	\$65,386	\$79,934
MAINTENANCE & OPERATIONS	439,649	456,511	449,236	450,608
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$539,222	\$523,398	\$514,622	\$530,542
FULL TIME POSITIONS	0.60	0.60	0.60	0.75
HOURLY/FTE POSITIONS	0.20	0.20	0.20	0.20

WORK PROGRAM:

The Solid Waste Division of the Public Works Department promotes cost-effective solid waste management programs through recycling, source reduction, composting, solid waste transfer, and other non-traditional programs.

PERFORMANCE MEASURES:

Customer Satisfaction

- Eighty-nine percent (89%) rate trash collection as "Good" or "Excellent" based on FY07 results.
- Eighty percent (80%) rate recycling collection service as "Good" or "Excellent" based on FY07 results.

Cost Efficiency

- Commercial rates (adjusted for City fees) are the lowest when compared to our benchmark partners. Residential rates (adjusted for City fees) are the lowest when compared to our benchmark partners. The benchmark is lowest one-third in San Diego County and Carlsbad has continued to attain that position.

Diversion

- 2007 Diversion rate as reported to the California Integrated Waste Management Board (CIWMB): fifty eight percent (58%).
- 2007 New SB 1016 Disposal rate (pounds per person per day) as reported to the CIWMB: 7.0; well below maximum target of 8.4.

PROGRAM ACTIVITIES:

AB 939 Diversion Requirements

- Implement the waste reduction and recycling components of the Source Reduction and Recycling Element and Household Hazardous Waste Element to comply with state mandated AB939 diversion requirements.
- Continue Drop Off, Door to Door and Annual One Day Event programs including residential education of the programs.
- Coordinate activities with Countywide Technical Advisory Committee.
- Prepare, and submit required annual disposal rate reports to the CIWMB according to the new SB 1016 requirements.

Solid Waste

- Administer and monitor the solid waste contract.
- Review tonnage and revenue reports from authorized collector for accuracy.
- Coordinate solid waste activities with the Countywide Technical Advisory Committee.
- Provide outreach and education to the public about the solid waste programs.
- Ensure proper collection and disposal of solid waste generated in the City.
- Continue to look at improved solid waste services while remaining in the lowest third rate category for San Diego County Cities.

PROGRAM ACTIVITIES continued:

Recycling/Diversion

- Prepare and administer recycling contract.
- Prepare State and County grant applications.
- Continue to provide recycling support in the community and for large venue events.
- Attend regional recycling meetings and coordinate City efforts with other agencies.
- Coordinate and monitor all recycling programs.

KEY ACHIEVEMENTS FOR 2008-09:

- The SB 1016 Disposal Rate went into effect for 2007 based on a pound per person per day rate. The City's target was to stay below 8.4 lbs. per person. The CIWMB's Annual Report submitted showed Carlsbad's disposal rate was 7 lbs. per person per day.
- Third annual special collection event for Household Hazardous Waste generated more than 800 interested participants with a maximum of 600 appointments possible.
- Managed Door-to-Door Household Hazardous Waste collections and two Household Hazardous Waste Drop-off facilities.
- In process of analyzing request for rate increase received from the franchise hauler. Preparing options to present for Council consideration.
- Beginning in 2009, the City began requiring special events to provide one to one coverage of recycle bins to trash receptacles to increase the amount of recycling at special events.

KEY GOALS FOR 2009-10:

- Development of comprehensive collection and disposal program for Council consideration.
- Receive Council direction on possible program enhancements.
- Receive Council direction on proposal to modify disposal agreement.

SIGNIFICANT CHANGES:

- A total of 0.15 full-time positions have been reallocated to this program to better reflect each program's workload.

PROGRAM: STORM WATER PROTECTION/
FUND: STORM DRAIN MAINTENANCE
PROGRAM GROUP: SOLID WASTE ENTERPRISE
 ENVIRONMENTAL PROGRAMS ACCT NO. 5215710/5216310

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BDGT	2009-10 BUDGET
PERSONNEL	\$714,884	\$824,395	\$1,070,260	\$1,066,824
MAINTENANCE & OPERATIONS	624,088	1,205,470	1,635,555	1,580,750
CAPITAL/TRANSFERS	23,051	34,853	0	0
GRAND TOTAL	\$1,362,023	\$2,064,718	\$2,705,815	\$2,647,574
FULL TIME POSITIONS	8.30	11.10	11.35	11.35
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Provide leadership and coordination for Citywide programs related to storm water protection from pollution; plan resources and facilities; manage all budget, fiscal, and enforcement matters; coordinate programs with local, State and federal governments and support City boards, committees, and commissions; ensure compliance with the Existing Development section of the National Pollutant Discharge Elimination System (NPDES) Urban Storm Water Permit No. 2007-0001 (the "Permit") issued by the San Diego Regional Water Quality Control Board.

PROGRAM ACTIVITIES:

High Threat to Water Quality Industrial/Commercial Inspections

Businesses must be prioritized by threat to water quality. High threat to water quality facilities are inspected at frequencies required by the permit. Follow-up with non-compliant sites is required during and after inspections.

Water Quality Monitoring

The permit requires co-permittees to conduct several monitoring programs under the Receiving Water and Urban Runoff Monitoring and Reporting Program section of the Permit. Those that impact the department the most with heavy workload include the Coastal Storm Drain Monitoring Program (CSDMP), the Dry Weather Monitoring Program, and attending regional workgroup meetings on other programs. In the future, MS4 outfall and Source Identification programs will require additional work in this area.

Education/Outreach and Public Participation

The Permit requires the City to conduct educational efforts and outreach to the public and targeted audiences regarding topics listed in the permit. Outreach to municipal staff is intended to inform and educate employees and City contractors on the requirements imposed on all municipal facilities and operations.

Illicit Connection/ Illegal Dumping (IC/ID)

Permit requirements include the investigation of potential illicit connection/illegal dumping incidents in the City and the management of a public hotline. Complaint calls to the hotline that were directly related to IC/ID numbered over 276 for FY 07-08.

Municipal Program

The Permit requires that all existing municipal facilities be inspected, reviewed and modified, as needed, to prevent or reduce the pollutants in runoff. This evaluation includes review of: Pollution Prevention practices, identifying all sources of pollutants, implementing Best Management Practices, and Maintaining all Storm Drain System facilities and structures. The Permit also requires review of Pesticide, Herbicide, and Fertilizer use at all municipal facilities. The Storm Water Protection Program coordinates the municipal program through the Storm Water Committee, manages the municipal facility inventory, and oversees the contract to conduct municipal inspections, but compliance activities are the responsibility of individual departments performing activities.

PROGRAM ACTIVITIES (continued):

The Permit requires the City to inspect and remove waste between May 1 and Sept 30 in all high priority and poor condition sites each year, with record keeping of inspections and amount of materials removed. In addition, the Storm Drain Maintenance Program manages a street sweeping contract to reduce material accumulation in the Municipal Separate Storm Sewer System (MS4), contracts with outside vendors to remove solid waste and bulky items citywide, and to clean the MS4 on a regular basis as well as during incidents.

Watershed Participation and Lead Coordinator

The permit requires the City of Carlsbad to participate in watershed activities with neighboring cities. Activities are focused on reducing MS4 contributions of high priority pollutants. City of Carlsbad also stepped up to become the Watershed lead for the Carlsbad Watershed and currently manages a Watershed Coordinator contract. As the lead, the City also participates in the Regional Watershed Lead Committee.

City Representation

The Storm Water Protection Program is the City's representative at Co-permittee meetings, watershed meetings, regional Outreach and Education meetings, regional monitoring meetings, Coastal Monitoring program meetings, Dry Weather Program meetings and other Co-permittee workgroups (through contractor), Regional Board meetings, regional Clean Water Act or Porter-Cologne Act regulatory meetings, and regional Total Maximum Daily Load meetings.

Annual City Report Writing

The Storm Water Protection Program is responsible for the annual preparation of three major reports – the annual Jurisdictional Urban Runoff Management Program (JURMP) report, the annual Watershed Urban Runoff Management Plan (WURMP) report, and the Coastal Storm Drain Monitoring Program annual report. In addition, this department coordinates the writing of the new JURMP and WURMP documents that are due at the beginning of each permit cycle.

KEY ACHIEVEMENTS FOR 2008-09:

Environmental Management

- Continued compliance with the Existing Development section of both permits in effect during FY 2007-08, the Municipal NPDES permit order number 2001-01, and Order No. R9-2007-0001 that came into effect March 24, 2008.
- Developed new programs as required by the new permit.
- Revised City ordinances and Department procedures to reflect new permit requirements
- Promoted an Environmental Specialist (ES) I to ESII position, then recruited, hired, and trained a new ESI.
- Assumed lead responsibility for the Carlsbad Watershed.
- Coordinated, wrote and edited the new JURMP for the City of Carlsbad according to the new Municipal NPDES permit.
- Coordinated, wrote and edited the new WURMP for the Carlsbad Watershed according to the new Municipal NPDES permit.
- Designed a new Carlsbad-specific watershed activity to address irrigation runoff in a residential area.
- Participated in developing the standards for the Regional Board's Investigative Order for Total Maximum Daily Load of Contaminants in local water bodies and assisted with field sampling and overall contractor management.
- Improved citywide NPDES MS4 permit education and training program.
- Participated with regulatory agencies and other jurisdictions in evaluating impacts of Buena Vista Force Main wastewater spill event.

KEY GOALS FOR 2009-10

Environmental Management

- Continue coordinating City-wide compliance with permit and department specific compliance with Existing Development requirements.
- Continue to roll out new programs per new permit requirements.
- Continued responsibility for coordinating, writing and editing the JURMP annual report, WURMP annual report, and contributing to other regional reports.
- Continue Lead responsibility for the Carlsbad Watershed.

PROGRAM:	STORM WATER PROTECTION/ STORM DRAIN MAINTENANCE	PAGE THREE
FUND:	SOLID WASTE ENTERPRISE	
PROGRAM GROUP:	ENVIRONMENTAL PROGRAMS	ACCT NO. 5215710/5216310

KEY GOALS FOR 2009-10 (continued):

- Conduct the watershed pilot irrigation runoff reduction activity in Carlsbad.
- Complete and close out actions related to the Lagoon TMDL Investigative Order.
- Lead a new Agua Hedionda Lagoon group to organize internally, and participate with the RWQCB in TMDL development for AH Lagoon.
- Explore costs to set up sampling at jurisdictional boundaries.

SIGNIFICANT CHANGES:

- None



CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM



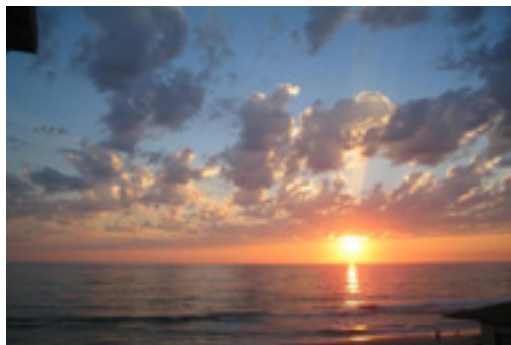
OVERVIEW

2009-10 CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

The City of Carlsbad Capital Improvement Program (CIP) is a planning document that outlines the expenditure plan for future capital projects and the corresponding revenues to pay for those expenditures. The CIP is a financial planning document, not a commitment for spending. All construction costs are estimates and are reviewed and further refined each year. Spending authorization is given only at the time the City Council formally adopts the proposed budget, and, at that time, funds are only appropriated for the following fiscal year. Information is shown in subsequent years to provide the most comprehensive snapshot of all the known future facilities the City of Carlsbad plans to construct.

The Fiscal Year 2009-10 Capital Improvement Program outlines approximately \$70.4 million in new appropriations to provide additional funding for the continuation of existing projects as well as funding for new projects. Projected revenues during the same fiscal year are estimated at \$58.7 million. Revenues are collected as building permits are issued; as the need for facilities



arises, the money is used to fund the new facilities. As the City continues to grow and develop, there is a corresponding increase in the demand for development-related services and new facilities. To ensure that the necessary infrastructure and facilities are built on a schedule that meets or exceeds this demand, the citizens of Carlsbad adopted a Growth Management Plan in 1986. The Growth Management Plan states that unless a standard level of facilities is available to meet new demands resulting from the City's growth, development cannot proceed. This Plan is the

foundation for making decisions about the timing and prioritization of the capital projects under consideration. A discussion of the City's Growth Management Plan is located at the end of this report.

The remainder of the report explains the process and the results of the City's plans for its capital facilities. A large increase in the cost of construction materials has occurred over the past four years, pushing up the cost of projects. With the economic recession, the increases in the cost of construction materials are expected to moderate over the next two to three years.

Proposition C was approved by the voters of Carlsbad in November 2002. It allowed the City to expend over \$1 million (per project) of general funds to help finance the following projects:

- City/Safety Training Center
- A portion of Cannon Road – East of College (Reach 4)
- Trails and Open Space
- A Swimming Pool Complex

After the voters approved the ballot initiative, the City set aside \$35 million for Proposition C projects. Currently, \$16.2 million has been appropriated for Alga Norte Park, \$13.7 million has been appropriated for the Joint First Responders Training Facility, and \$100,000 is allocated for design of a City Administrative Training Facility. A remaining balance of \$5.0 million is available to help fund Proposition C projects.

It is still anticipated that the City will meet its growth management standards. This reflects the Council's continued commitment to construct the facilities as needed to serve the current and anticipated development occurring throughout the City.

2009-10 CAPITAL IMPROVEMENT PROGRAM

PROJECT EVALUATION

What is the definition of a CIP project? Projects that are shown in the CIP are generally defined as any construction (or reconstruction/replacement) of major infrastructure such as streets, libraries, parks, fire stations and administrative facilities, water, sewer and drainage facilities, and other facilities that are located on or in the ground. In most cases, the total construction cost of each of these assets is recorded and tracked as part of the City's inventory of capital infrastructure assets and other City-owned property.

The CIP and the Operating Budget are integral parts of the total City financing plan. Staff began the process by evaluating the construction schedules for City facilities in conjunction with the workload of the staff needed to complete the projects. Staff also met with the City Council to identify their priorities. In the FY 2009-10 CIP, there are approximately 225 continuing and new projects planned through buildout. All projects were analyzed using the criteria shown in the table. Project timing was reviewed, and an evaluation of the availability of capital construction funds as well as operating funds was then factored into the evaluation process.

Project Ranking Criteria	
1.	Is the project required to ensure the health and safety of the citizens, as the result of a legal mandate, or to maintain compliance with the City's Growth Management Plan? Are operating funds available to operate the facility?
2.	Is the project needed soon for growth management compliance?
3.	Is the project needed now for other City standards (example: ball field standards)?
4.	Does the project complete or provide part of the basic infrastructure (example: a linking road segment)?
5.	Are there other reasons to construct the project (example: Council priority, timing or funding opportunity, public demand)?

CAPITAL PROJECTS

The following two sections provide information about the major capital projects. The first section focuses on projects planned in the next five years, and the second section contains an overview of the entire expenditure plan through the buildout of the City. All construction costs are estimates and only projects scheduled for FY 2009-10 are appropriated. The information shown in the future years reflect the most comprehensive snapshot of the known future facilities and their associated cost at this point in time.

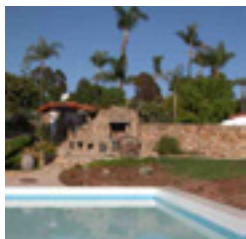
THE NEXT FIVE YEARS...

PARK PROJECTS

The City has planned a number of park projects over the next 5 years which will enhance the recreational opportunities for Carlsbad's residents and allow the City to meet the standards for park acreage as set forth in the growth management plan. Some of the more significant projects are listed below.

- Alga Norte Park and Aquatic Center – This park site consists of 30 acres in the Southeast Quadrant with planned amenities that include ball fields, soccer fields, picnic areas, tot lots, a skate park, a dog park, restrooms, parking facilities, and an aquatic center. The aquatic center will include a 55-meter competition pool, a 12-lane instructional pool and a therapy pool as well as a water play area for toddlers (Phase I). In addition, a moving river, water slides and wet play structure are planned for Phase II. A swimming pool complex was one of the projects approved by the voters through Proposition C in 2002. The total cost of the park and aquatic center - Phase I is estimated to be \$39.8 million. Total appropriation for the park and Phase I and Phase II of the aquatic center is currently at \$50.4 million.

2009-10 CAPITAL IMPROVEMENT PROGRAM



- Leo Carrillo Park – Phase III – The third phase of this historic park facility includes renovation of additional buildings, construction of additional restrooms, an arboretum area, and transformation of a barn into a community theater. The total cost is approximately \$2.4 million and design is expected to begin in FY 2013-14.

CIVIC FACILITIES

Civic facilities include a variety of facilities from which the City can offer its services to the public. Many of these are still in the preliminary design stage and will be further defined over the next several years.

- Public Works Center – The construction of the Public Works Center and associated improvements include offices, shops, a yard, warehouse and parking to accommodate the Public Works Department. The cost of the project is approximately \$28.1 million.



- Fire Station No. 3 Relocation – Fire Station No. 3 is currently located at the corner of Chestnut and Catalina. As the City grows eastward, relocation of this station is needed to help ensure the five-minute response time. The new station is budgeted as a 6,200 square foot facility and the current proposed site is in Robertson Ranch. Total cost is projected at \$7.5 million.

- Joint First Responders Training Facility – Carlsbad's Joint First Responders Training Facility is planned for construction on a site at the Carlsbad Safety Center adjacent to Fire Station No. 5, at a total cost projection of \$24.5 million. Preliminary plans for this facility include a 25-lane shooting range, a 4-story fire training tower, a 2-story residential training facility, and an outdoor seating pavilion.

STREET PROJECTS

Traffic congestion continues to be one of the top concerns among citizens. To help improve the flow of traffic throughout Carlsbad and to keep the City's streets in top condition, there are a number of street projects expected to be completed in the next five years. Some of the larger street projects include:

- El Camino Real Widening – Tamarack to Chestnut – The project includes the widening of El Camino Real to prime arterial roadway standards. Current cost estimates have been updated due to the need to acquire additional roadway right-of-way and the actual design of the retaining walls along both sides of the roadway. The refined scope of work results in an increase to the project's total estimated cost of \$4.3 million, bringing the total estimated cost of the project to \$12.3 million. Appropriations of \$4.7 million are being requested in FY 2009-10.
- El Camino Real Medians – The project is the construction of the missing segments of the medians along El Camino Real. Current cost estimates have been updated, resulting in an increase to the total estimated costs of \$2.7 million, of which \$1.1 million is being requested in FY 2009-10. The revised total estimated cost of the project is \$5.2 million.
- Pavement Management – Carlsbad's local streets are maintained on a regular cycle to ensure a good riding surface and to extend the life of the street. Part of that maintenance program is the sealing and overlay of the existing street surface. In addition, any problem areas are addressed as they are identified. The FY 2009-10 CIP has \$4.5 million budgeted for this program which includes an advance of \$1.0 million from the FY 2010-11 funding program to complete the overlay of College Blvd. from Faraday Ave. to Palomar Airport Road in a timely manner and will reduce the amount of costly removal and reconstruction work that could

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result from delays.

- Concrete Repair – This is a companion program to the pavement management program. It will insure that curbs, gutters and sidewalks are also properly maintained. By allocating the funding, both pavement and concrete replacements can be accomplished at the same time. This will help maximize efficiencies and reduce inconvenience to Carlsbad citizens. The FY 2009-10 CIP has \$350,000 budgeted for this program.
- Carlsbad Boulevard Encinas Creek Bridge Replacement – Complete replacement of the existing bridge, originally constructed in 1913, is planned in the next 5 years at an estimated cost of \$2.5 million.
- Poinsettia Lane Reach E - This project includes completion of the final link along Poinsettia Lane between Cassia Road east to Skimmer Court. The total cost is approximately \$13.5 million and the City expects to begin the design in FY 2013-14.

WATER/ WASTEWATER PROJECTS

The City's water and wastewater projects are a vital component to the continued health and welfare of its citizens. Most new lines are built and paid for by developers. As the City ages, it will become necessary to repair and replace the lines that already exist, and an increase in these projects is anticipated in future years.

- Vista/Carlsbad Interceptor & Agua Hedionda Lift Station Replacement – The project consists of constructing a parallel sewer interceptor system to accommodate existing and future sewer flows from the cities of Vista and Carlsbad. The individual projects include a parallel force main in Jefferson Street, replacement of the Agua Hedionda Lift Station, and a parallel gravity main from the Lift Station to the Encina Wastewater Facility. New appropriations of \$31.4 million are included in the FY2009-10 CIP for the Vista/Carlsbad Interceptor projects. The overall total cost estimates for all years for the five components of this project have increased approximately \$2.9 million, for a total cost of \$47.4 million, of which \$14.7 million is to be funded by the City of Carlsbad, with the remainder of \$32.7 million to be funded by the City of Vista.
- Wastewater Lines – Other major wastewater lines scheduled for construction or replacement within the next five years include:
 - Buena Interceptor Sewer Improvements
 - Home Plant Lift Station Replacement
 - North Agua Hedionda Sewer Replacement
- Water Lines – Major water lines scheduled for construction or replacement within the next five years include:
 - Carlsbad Boulevard – South of Avenida Encinas
 - Maerkle Transmission Main
 - Tri-Agencies Water Transmission Pipeline Replacement
- Maerkle Reservoir Storage – Construction of a buried 16 million gallon water storage reservoir next to the existing reservoir is planned in order to provide additional emergency storage and meet the 10-day storage criteria based on ultimate demands. The total cost is estimated at \$14.8 million.
- Hydroelectric Pressure Reducing Station at Maerkle Reservoir - On April 14, 2009, Council authorized staff to move forward with the development of a hydroelectric pressure reducing station at the Maerkle Reservoir. This electricity generating project will provide a renewable energy source for the City. The cost estimate for this project is \$1,250,000.

2009-10 CAPITAL IMPROVEMENT PROGRAM

CAPITAL PROJECTS THROUGH BUILDOUT

The CIP for FY 2009-10 to Buildout outlines approximately 90 new or continuing projects and 135 future projects for a total of 225 projects at a cost of approximately \$441.3 million as shown below:

CIP Projects - All Future Project Costs		
Project Type	Percent	Total Cost
Streets/Circulation	30%	131,697,555
Civic Projects	18%	79,097,322
Wastewater	20%	90,064,024
Parks	15%	65,186,866
Water	11%	46,807,874
Drainage	5%	22,801,256
Other (loans)	1%	5,650,000
Total Future	100%	441,304,896

Park and recreational facility construction and acquisition projects total approximately \$65.2 million. Park projects planned within all quadrants of the City are listed below in addition to when the design and/or construction are expected to begin. More detail follows on specific projects not discussed earlier in this report.

PARK PROJECTS BY QUADRANT

Northwest Quadrant

Pine Ave. Park-Restroom/Storage Building: 2010-11
Pine Avenue Park Community Building: 2020-24

Northwest Quadrant

Robertson Ranch Park Site Development: 2020-24

Southwest Quadrant

Poinsettia Park Community Building: 2013-14
Aviara Community Building: 2020-24

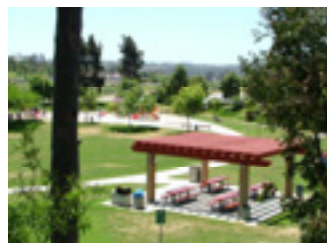
Southeast Quadrant

Alga Norte Park: TBD
Alga Note Aquatic Center: TBD
Leo Carrillo Park Phase III: 2013-14

Citywide Park and Recreational Project

Veteran's Memorial Park: 2020-24
Business Park Recreational Facility: 2020-24

- Aviara Community Facility – Located in the southwest quadrant of the city, this project includes the construction of an 18,000 square foot community facility that would include meeting and activity rooms, as well as park offices.
- Poinsettia Park Community Center – Phase II of this 42-acre park includes amenities such as a community facility, gymnasium, enclosed soccer field, tot lot, picnic areas, tennis complex, clubhouse, stadium court and additional parking. The cost is expected to be approximately \$14.6 million. The timing of the design is scheduled to begin in FY 2013-14.



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- Veterans Memorial Park – This project is located south and east of Agua Hedionda Lagoon adjacent to the City Golf Course, The Crossings at Carlsbad. The Master Plan includes the following improvements: community leisure needs, open space interpretive area, parking and maintenance facility. Other suggested uses for this park include an amphitheater complex, sports complex, conference center and numerous other active/passive recreation amenities.

Approximately 30% of future expenditures are planned for street and traffic signal construction projects. Included in this category is construction of major roadways that will add east to west and north to south connections as well as provide additional routes to the neighboring cities of Oceanside, Vista, and San Marcos. Sections of these roads are already under construction by developers. Additional roadway projects include replacement of the Carlsbad Boulevard Encinas Creek Bridge, several road-widening projects, and funding for sidewalk construction, concrete repair work and pavement overlay. Currently there are about 20 traffic signals identified and recommended for construction in future years.

Wastewater and drainage projects are expected to cost over \$112.9 million, which includes approximately \$53.8 million in sewer replacement projects. Funding is also provided for the repayment of bonds for the expansion of the Encina Wastewater Facility, and the Encina Water Pollution Control Facility projects.

Future water projects include construction of new waterlines, both potable and recycled, concurrent with new development. Some of the major areas in which these installations or upgrades are planned include segments of College Boulevard and Poinsettia Lane. Replacement of existing potable and recycled waterlines is also included in this category, and additional reservoirs are planned to increase storage for ultimate demands. In addition, \$28.0 million is planned for known replacement projects.

Construction of Civic facilities such as libraries, administrative facilities, police and fire facilities are currently estimated at \$79.1 million of the total planned capital expenditures to buildout.

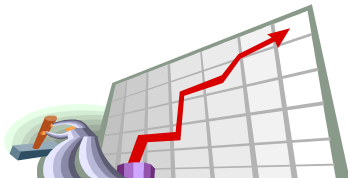
UNFUNDED PROJECTS

There are several projects identified in the CIP for which there is no identifiable funding source and in some cases where only partial funding has been identified. The City will investigate obtaining possible outside funding such as Federal and State grants, loans, or other financing sources. Once funding is identified for these projects the project costs will have to be reviewed and updated to reflect actual cost estimates. The unfunded projects do not receive annual inflationary increases. These projects are:

- Business Park Recreational Facility (partial)
- Cannon Lake Park (6.7 Acres)
- Cannon Road - Reach 4 – Cannon Rd./College to City Limits
- Carlsbad Boulevard Mountain View to Northerly City Limits (partially funded)*
- Carlsbad Boulevard/Palomar Airport Road Improvements (partially funded)*
- Hosp Grove/Buena Vista Lagoon Improvements
- Palomar Airport Road Widening and Bridge Reconstruction
- Pine Avenue Park – Madison Property
- Robertson Ranch (NE Quadrant) Park Development (partial)

(*) These projects are in the revised TIF fee program approved by the City Council on May 5, 2009, which was planned to generate enough revenue to pay for approximately 20% of the total cost. The remaining portion is unfunded.

FUTURE GROWTH AND DEVELOPMENT



There are a variety of revenues that are used to fund the capital projects. In order to estimate future revenues from development, several assumptions about the rate and type of future development need to be made. These assumptions can change from year-to-year and correlate with the economic climate.

Every year, City staff evaluates all existing and future private development projects and compares this information to the buildout capacity of the City using adopted general plans. Information about existing development activity combined with estimates of how remaining net developable land might develop are then summarized to prepare future projections about when and where residential and non-residential development will occur. Finance Department staff prepares cash flow schedules using current fund balances combined with future estimated fees paid by those developments, then compares the available funds to the expenditure plan to ensure that funding will be sufficient for construction of the capital projects as planned in the CIP. In addition to evaluating whether or not capital funds are sufficient, significant operating cost impacts and availability of staff resources are also considered to evaluate the timing of projects. Where funding discrepancies occur, alternative financing methods and project timing are again evaluated and recommendations are made to resolve the discrepancies.

Residential development has slowed significantly due to the economic recession. The number of annual building permits issued is projected to decline compared to the previous five-year period. The development schedules of the remaining vacant parcels are driving the timing of the future units. There are approximately 5,044 units remaining before the City is predominantly built out.

Residential development for FY 2009-10 is projected at 74 units with an average about 150 units per year over the next five years. This is compared to an average of over 638 units per year for the previous five-year period. The decline, particularly in the next 5 years, is due to the current economic downturn and the dwindling supply of developable land.

The amount of non-residential development is projected to also decline significantly over the next five years. The average annual square feet of non-residential development for the past 5 years was about 1,129,000. For FY 2009-10, the estimate is for 245,000 square feet, and the average annual development for the next 5-year period is approximately 509,000 square feet per year. Projects include several neighborhood commercial/retail developments located in or near the areas where most of the residential development has occurred or where new development is planned over the next several years. In the southeast quadrant, commercial projects include retail and restaurants, and a daycare facility and church. A senior care facility is planned in the northeast quadrant. Other commercial developments are planned at Robertson Ranch and Bressi Village; there are also two hotels anticipated. Industrial development consists of various new office and industrial projects, as well as expansion of existing projects at Kelly Corporate Center and Legoland. The desalination plant is also anticipated within the next five years. Development estimates provide the data and basis for estimating future fee revenues, which are calculated by multiplying each applicable development fee by the estimated number of dwelling units and/or square feet of construction expected during each year. The following table shows the number of residential units and non-residential square feet of development used in calculating estimated revenues for FY 2009-10 and subsequent years to buildout.

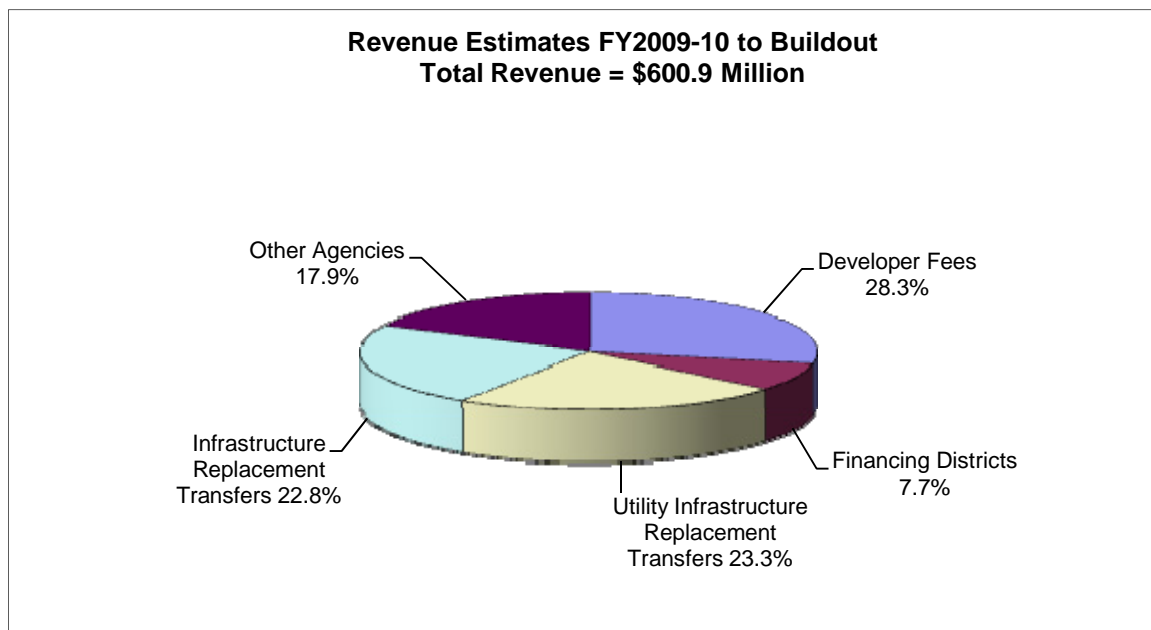
2009-10 CAPITAL IMPROVEMENT PROGRAM

Projected Development Residential and Non-Residential Construction

Year	Residential Units	Non-Residential Square Feet
2008-09 current	64	233,878
2009-2010	74	245,156
2010-2011	99	267,855
2011-2012	131	366,126
2012-2013	249	505,653
2013-2014	196	381,567
Years 6-10	1,433	3,502,117
Years 11-buildout	2,798	4,191,631
Total Future	5,044	9,693,983

REVENUES

Revenues for Capital Projects from now until buildout are estimated to be approximately \$600.9 million and are segregated into five major categories: (1) fees generated by development in Carlsbad, (2) special district fees and taxes (Community Facilities Districts and Bridge and Thoroughfare Benefit Districts), (3) Water and Wastewater Replacement funds, (4) Infrastructure Replacement funds (other than wastewater and water), and (5) Other sources including grants, bond issues, and contributions from other agencies.



Approximately 28.3% of all capital revenue is received as a result of development, and is dependent upon assumptions made about the City's annual growth in dwelling units and commercial/ industrial square feet. Development revenues include Public Facilities Fees (PFF), Traffic Impact Fees (TIF), Park-In-Lieu Fees (PIL), Planned Local Drainage (PLD) Fees, Water Connection Fees (MFF), and Sewer Connection charges. Revenue from special districts, such as Community Facilities Districts (CFD) and Bridge and Thoroughfare Benefit Districts (BTD) comprise 7.7% of the total. Water and Wastewater replacement revenues generated by user fees equal approximately 23.3% of total revenues, and are used to pay for replacement of existing water and sewer facilities. Infrastructure replacement revenues, equal to 22.8%, are

2009-10 CAPITAL IMPROVEMENT PROGRAM

transfers from the City's General Fund which are being set aside to pay for replacement of major capital facilities other than wastewater and water facilities. The remaining 17.9% consists of revenues from other agencies and include federal and state grants, the county sales tax program (TransNet), redevelopment agency revenue, and contributions from cities and other agencies.

CALCULATION OF FUTURE FEES

The revenue projections of the Capital Improvement Program reflect the growth assumptions identified in the previous section. The following information delineates how those assumptions were applied to estimate future development revenues. The mix of multi-family and single-family residential units is assumed to be 35% and 65% respectively and reflects the anticipated mix of residential development for each Local Facilities Management Zone. The building permit valuation used for computing Public Facilities Fees is \$178,633 per multi-family dwelling unit, and \$315,200 per single-family dwelling unit. A building permit valuation of \$42 per square foot of construction is used to calculate non-residential Public Facilities Fees.

In order to calculate estimated revenues for Traffic Impact Fees (TIF), the number of average daily trips was computed for each type of development use. A multi-family residential dwelling unit is assigned eight trips per day and a single-family unit is assigned ten trips per day. The trips-per-day value for commercial and industrial buildings are 40 and 8 trips per 1,000 square feet of development, respectively, although the actual volume of trips generated by commercial/industrial building can vary widely depending on the ultimate land use.

CFD #1 is a citywide district established to finance various civic facilities required under the City's Growth Management Plan. CFD #3 was established for the Faraday Avenue and Melrose Drive Extensions east of El Camino Real, as well as the extension of El Fuerte. This project encompasses the extension of Melrose Drive from Palomar Airport Road to the Carlsbad/Vista city limits and the extension of Faraday Avenue from Orion Way to Melrose Drive in Vista.

Park-in-Lieu Fees are collected for the purchase and development of parkland within each quadrant of the City, and the fees are based on the acquisition cost of parkland. Projects in the CIP funded with Park-in-Lieu Fees include future park site acquisition, development and restoration.



There are two existing Bridge and Thoroughfare Fee Districts (BTD), which were formed by property owners to finance specific road construction projects located within each of the district boundaries. Poinsettia Lane - Aviara Parkway (BTD No. 2) was formed to finance the construction of Poinsettia Lane between Aviara Parkway and El Camino Real and Aviara Parkway between Palomar Airport Road and Poinsettia Lane. BTD No. 3 (Cannon Road West) was formed to fund portions of Cannon Road from Interstate 5 to El Camino Real. Although construction of this project is complete, revenues collected from future development within the district will be used to repay an advance that provided interim funding to complete the project.

SUMMARY

The FY 2009-10 to Buildout CIP is being driven by the City's commitment to ensure that facilities are available to service the developing areas as well as the current residents. Carlsbad's philosophy has been to build quality capital facilities, which meet, and at times exceed, Growth Management standards. Phasing projects over a period of years to match funding availability for construction and operations is often used to meet the needs of growth management. The FY 2009-10 to Buildout Capital Improvement Program reflects the commitment of Carlsbad's City Council and staff to continue providing its residents with a better quality of life.

2009-10 CAPITAL IMPROVEMENT PROGRAM

GROWTH MANAGEMENT PLAN

The Growth Management Plan was developed and voted into law by the citizens of Carlsbad in 1986. The plan was established to manage development within the City by linking residential, commercial, and industrial development directly to standards for availability of public services and facilities.

The Growth Management Plan has established precise standards for eleven public facilities. Standards must be met at all times as growth occurs. Facilities for which standards have been established are as follows:

- | | |
|------------------------|--------------------|
| - City Administrative | - Library |
| - Wastewater Treatment | - Parks |
| - Circulation | - Drainage |
| - Fire | - Open Space |
| - Schools | - Sewer Collection |
| - Water Distribution | |

The plan requires that appropriate public facilities be available, in conformance with the adopted performance standards, as development occurs. Unless all of the eleven public facility standards have been met, no new development can occur.

The Growth Management Plan impacts both the Operating Budget and the Capital Improvement Program. The detailed level of planning required by Growth Management has allowed Carlsbad's Capital Improvement Program to anticipate the funding needed for capital improvements through buildout of the City. The timing of construction of facilities is governed by the rate of development and the eleven performance standards. New public facilities often require additional staffing and other resources, which affects the Operating Budget. Facilities such as community centers, parks, and fire stations have been constructed and opened to the public under this program.

The Capital Improvement Program has been designed to specifically address areas where new or expanded facilities will be needed to maintain compliance with the adopted performance standards. With the adoption of the FY 2009-10 CIP, compliance with the Growth Management Plan is continued.

**CITY OF CARLSBAD
CAPITAL FUNDS
PROJECTED FUND BALANCES FOR FY 2008-2009**

FUND	JULY 1, 2008 UNRESERVED BALANCE	PROJECTED REVENUES	PROJECTED EXPENDITURES	PROJECTED DEBT SERVICE LOANS & OTHER	JUNE 30, 2009 PROJECTED BALANCE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	10,318,456	377,030	0	2,643,344	8,052,142
BTD#3 - CANNON ROAD WEST	1,225,116	(12,134)	0	1,037,808	175,174
CFD #1 - CITYWIDE	55,674,772	3,491,753	486,116	220,980	58,459,429
GAS TAX	6,197,725	5,616,024	1,029,794	0	10,783,955
GENERAL CAPITAL CONST.	64,706,764	3,902,451	4,382,942	0	64,226,273
GOLF COURSE	846,478	0	672,636	0	173,842
GRANTS - FEDERAL	(94,111)	855,768	10,916	0	750,741
GRANTS - STATE	1,874	61	0	0	1,935
INFRASTRUCTURE REPLACEMENT	37,983,475	9,142,926	535,309	0	46,591,092
OTHER	13,819,542	3,519,072	1,530,887	0	15,807,727
PARK FEE ZONES 5,13,16	2,124,481	162,766	0	0	2,287,247
PARK-IN-LIEU NE	4,647,142	47,050	3,857,643	0	836,549
PARK-IN-LIEU NW	1,118,351	72,708	0	1,180,000	11,059
PARK-IN-LIEU SE	1,028,127	35,781	211,178	0	852,730
PARK-IN-LIEU SW	551,525	19,520	0	0	571,045
PLANNED LOCAL DRAIN'G	9,912,371	736,164	1,708,835	420,021	8,519,679
PUBLIC FACILITIES FEE	41,440,408	2,342,376	2,132,205	0	41,650,579
RANCHO SANTA FE ROAD PROJECT	18,311,829	619,452	4,149,602	135,229	14,646,450
REDEVELOPMENT VILLAGE	0	715,000	12,389	0	702,611
REDEVELOPMENT SCCRDA	19,481	0	19,481	0	0
SEWER BENEFIT AREAS	3,562,958	285,647	0	3,270,000	578,605
SEWER CONNECTION	21,359,928	1,084,071	3,824,723	937,170	17,682,106
SEWER REPLACEMENT	29,034,649	8,465,527	6,148,975	0	31,351,201
STATE TRANSPORTATION	1,633,280	1,804,459	0	0	3,437,739
TDA	2,871	52	2,923	0	0
TRAFFIC IMPACT FEE	13,823,609	1,104,788	560,623	0	14,367,774
TRANSNET/BIKE	52,765	1,808	1,335	0	53,238
TRANSNET/HIGHWAY	1,287,584	45,441	4,975	2,301	1,325,749
TRANSNET/LOCAL	6,492,497	3,191,094	3,637,177	827,990	5,218,424
TRANSNET/STP	333,745	11,807	0	0	345,552
WATER - MAJOR FACILITY	20,183,751	1,087,725	209,334	0	21,062,142
WATER - RECYCLED WATER	1,883,918	0	3,358	1,081,822	798,738
WATER - REPLACEMENT	34,797,456	6,052,587	3,245,747	650,000	36,954,296
TOTAL	404,282,817	54,778,772	38,379,103	12,406,665	408,275,821

**CITY OF CARLSBAD
CAPITAL FUNDS
PROJECTED FUND BALANCES FOR FY 2009-2010**

FUND	JULY 1, 2009 PROJECTED BALANCE	ESTIMATED REVENUES	6/30/2009 CONTINUING APPROPR.	7/1/2009 NEW APPROPR.	2009-2010 TOTAL CIP APPROPR.	JUNE 30, 2010 PROJECTED BALANCE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	8,052,142	48,330	349,302	0	349,302	7,751,170
BTD#3 - CANNON ROAD WEST	175,174	0	0	0	0	175,174
CFD #1 - CITYWIDE	58,459,429	1,652,343	1,536,681	110,000	1,646,681	58,465,091
GAS TAX	10,783,955	1,636,890	2,868,169	2,475,073	5,343,242	7,077,603
GENERAL CAPITAL CONST.	64,226,273	197,000	46,315,004	7,314,242	53,629,246	10,794,027
GOLF COURSE	173,842	0	159,983	0	159,983	13,859
GRANTS - FEDERAL	750,741	1,535,994	638,349	1,535,994	2,174,343	112,392
GRANTS - STATE	1,935	0	0	0	0	1,935
INFRASTRUCTURE REPLACEMENT	46,591,092	6,538,000	2,958,640	1,246,000	4,204,640	48,924,452
OTHER	15,807,727	0	10,465,284	0	10,465,284	5,342,443
PARK FEE ZONES 5,13,16	2,287,247	33,958	0	0	0	2,321,205
PARK-IN-LIEU NE	836,549	0	0	0	0	836,549
PARK-IN-LIEU NW	11,059	142,767	0	0	0	153,826
PARK-IN-LIEU SE	852,730	37,421	60,951	0	60,951	829,200
PARK-IN-LIEU SW	571,045	16,037	219,100	0	219,100	367,982
PLANNED LOCAL DRAIN'G	8,519,679	263,249	2,327,120	3,233,556	5,560,676	3,222,252
PUBLIC FACILITIES FEE	41,650,579	547,534	27,959,172	0	27,959,172	14,238,941
RANCHO SANTA FE ROAD PROJECT	14,646,450	449,010	2,005,979	0	2,005,979	13,089,481
REDEVELOPMENT VILLAGE	702,611	100,000	200,000	300,000	500,000	302,611
REDEVELOPMENT SCCRDA	0	250,000	0	250,000	250,000	0
SEWER BENEFIT AREAS	578,605	90,062	0	0	0	668,667
SEWER CONNECTION	17,682,106	30,474,361	9,592,004	32,375,647	41,967,651	6,188,816
SEWER REPLACEMENT	31,351,201	3,200,000	13,993,806	4,585,887	18,579,693	15,971,508
STATE TRANSPORTATION	3,437,739	981,929	1,744,000	2,614,937	4,358,937	60,731
TDA	0	0	0	0	0	0
TRAFFIC IMPACT FEE	14,367,774	721,768	10,561,199	1,710,000	12,271,199	2,818,343
TRANSNET/BIKE	53,238	0	28,342	0	28,342	24,896
TRANSNET/HIGHWAY	1,325,749	0	954,394	0	954,394	371,355
TRANSNET/LOCAL	5,218,424	4,701,000	3,870,859	6,027,174	9,898,033	21,391
TRANSNET/STP	345,552	0	0	345,000	345,000	552
WATER - MAJOR FACILITY	21,062,142	413,529	4,675,529	1,456,000	6,131,529	15,344,142
WATER - RECYCLED WATER	798,738	0	798,738	0	798,738	0
WATER - REPLACEMENT	36,954,296	4,693,000	10,836,864	4,793,000	15,629,864	26,017,432
TOTAL	408,275,821	58,724,181	155,119,469	70,372,510	225,491,979	241,508,023

**CITY OF CARLSBAD
CAPITAL FUNDS
REVENUES ACTUAL AND ESTIMATED**

FUND	2005-2006 ACTUAL REVENUE	2006-2007 ACTUAL REVENUE	2007-2008 ACTUAL REVENUE	2008-2009 PROJECTED REVENUE	2009-2010 ESTIMATED REVENUE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	1,376,967	1,464,639	685,051	377,030	48,330
BTD#3 - CANNON ROAD WEST	94,297	294,705	243,058	(12,134)	0
CFD #1 - CITYWIDE	4,595,150	5,211,545	6,022,173	3,491,753	1,652,343
GAS TAX	1,974,975	3,081,059	2,175,033	5,616,024	1,636,890
GENERAL CAPITAL CONST.	3,490,443	5,517,485	21,722,104	3,902,451	197,000
GOLF COURSE	30,985,910	8,186,753	3,229,295	0	0
GRANTS - FEDERAL	1,127,704	174,071	25,064	855,768	1,535,994
GRANTS - STATE	728	757	107	61	0
INFRASTRUCTURE REPLACEMENT	4,787,770	8,638,352	10,039,558	9,142,926	6,538,000
OTHER	15,007,594	1,349,062	14,689,534	3,519,072	0
PARK FEE ZONES 5,13,16	303,004	475,682	475,315	162,766	33,958
PARK-IN-LIEU NE	216,055	4,393,172	174,290	47,050	0
PARK-IN-LIEU NW	577,594	168,477	260,945	72,708	142,767
PARK-IN-LIEU SE	342,046	185,155	58,794	35,781	37,421
PARK-IN-LIEU SW	180,662	213,446	84,240	19,520	16,037
PLANNED LOCAL DRAIN'G	1,394,418	1,191,821	643,543	736,164	263,249
PUBLIC FACILITIES FEE	7,177,940	14,227,851	8,181,479	2,342,376	547,534
RANCHO SANTA FE ROAD PROJECT	5,393,508	4,927,526	8,399,786	619,452	449,010
REDEVELOPMENT VILLAGE	1,058,550	1,102,804	418,143	715,000	100,000
REDEVELOPMENT SCCRDA	74,118	402,109	14,689	0	250,000
SEWER BENEFIT AREAS	1,068,906	679,619	698,222	285,647	90,062
SEWER CONNECTION	1,672,308	2,647,425	2,423,647	1,084,071	30,474,361
SEWER REPLACEMENT	5,271,251	4,747,787	6,912,342	8,465,527	3,200,000
STATE TRANSPORTATION	428,955	712,761	1,644,023	1,804,459	981,929
TDA	136,933	100,462	2,439	52	0
TRAFFIC IMPACT FEE	1,407,742	1,902,317	2,898,498	1,104,788	721,768
TRANSNET/BIKE	65,859	17,175	4,700	1,808	0
TRANSNET/HIGHWAY	28,618	64,774	73,778	45,441	0
TRANSNET/LOCAL	3,320,925	5,249,511	2,676,734	3,191,094	4,701,000
TRANSNET/STP	6,935	16,615	19,085	11,807	0
WATER - MAJOR FACILITY	3,386,838	2,717,428	2,506,713	1,087,725	413,529
WATER - RECYCLED WATER	10,878,643	6,310,853	-	0	0
WATER - REPLACEMENT	5,495,772	18,996,165	6,115,644	6,052,587	4,693,000
TOTAL CAPITAL FUNDS	113,329,118	105,369,363	103,518,026	54,778,772	58,724,181

Note: Revenues include loans, advances and transfers.

**CITY OF CARLSBAD
CAPITAL FUNDS
BUDGET EXPENDITURE SCHEDULE**

FUND	2006-2007 ACTUAL	2007-2008 ACTUAL	2008-2009 ESTIMATED	2008-2009 CONTINUING APPROPR.	2009-2010 NEW APPROPR.	2009-2010 TOTAL CIP APPROPR.
BTD#2 - POINSETTIA LANE/AVIARA PKWY	0	0	2,643,344	349,302	0	349,302
BTD#3 - CANNON ROAD WEST	441,205	0	1,037,808	0	0	0
CFD #1 - CITYWIDE	1,061,255	3,667,719	707,096	1,536,681	110,000	1,646,681
GAS TAX	3,069,941	1,613,077	1,029,794	2,868,169	2,475,073	5,343,242
GENERAL CAPITAL CONST.	9,809,462	2,389,696	4,382,942	46,315,004	7,314,242	53,629,246
GOLF COURSE	24,610,889	4,057,131	672,636	159,983	0	159,983
GRANTS - FEDERAL	(166,682)	112,202	10,916	638,349	1,535,994	2,174,343
GRANTS - STATE	15,362	0	0	0	0	0
INFRASTRUCTURE REPLACEMENT	1,786,327	382,953	535,309	2,958,640	1,246,000	4,204,640
OTHER	9,759,090	17,272,718	1,530,887	10,465,284	0	10,465,284
PARK FEE ZONES 5,13,16	0	0	0	0	0	0
PARK-IN-LIEU NE	689,594	282	3,857,643	0	0	0
PARK-IN-LIEU NW	462,878	0	1,180,000	0	0	0
PARK-IN-LIEU SE	1,250,000	0	211,178	60,951	0	60,951
PARK-IN-LIEU SW	0	558,811	0	219,100	0	219,100
PLANNED LOCAL DRAIN'G	467,751	959,121	2,128,856	2,327,120	3,233,556	5,560,676
PUBLIC FACILITIES FEE	5,972,530	12,904,987	2,132,205	27,959,172	0	27,959,172
RANCHO SANTA FE ROAD PROJECT	2,735,145	2,970,825	4,284,831	2,005,979	0	2,005,979
REDEVELOPMENT VILLAGE	264,594	836,311	12,389	200,000	300,000	500,000
REDEVELOPMENT SCCRDA	17,631	56,070	19,481	0	250,000	250,000
SEWER BENEFIT AREAS	5,831	2,015,035	3,270,000	0	0	0
SEWER CONNECTION	4,739,333	7,172,160	4,761,893	9,592,004	32,375,647	41,967,651
SEWER REPLACEMENT	3,836,803	552,755	6,148,975	13,993,806	4,585,887	18,579,693
STATE TRANSPORTATION	712,761	28	0	1,744,000	2,614,937	4,358,937
TDA	4,751	95,248	2,923	0	0	0
TRAFFIC IMPACT FEE	1,463,883	469,949	560,623	10,561,199	1,710,000	12,271,199
TRANSNET/BIKE	181,337	14,465	1,335	28,342	0	28,342
TRANSNET/HIGHWAY	16,035	3,489	7,276	954,394	0	954,394
TRANSNET/LOCAL	4,830,558	2,468,484	4,465,167	3,870,859	6,027,174	9,898,033
TRANSNET/STP	-	-	0	0	345,000	345,000
WATER - MAJOR FACILITY	2,243,730	476,120	209,334	4,675,529	1,456,000	6,131,529
WATER - RECYCLED WATER	17,357,408	76,881	1,085,180	798,738	0	798,738
WATER - REPLACEMENT	2,810,850	5,708,566	3,895,747	10,836,864	4,793,000	15,629,864
TOTAL CAPITAL FUNDS	100,450,252	66,835,083	50,785,768	155,119,469	70,372,510	225,491,979



SCHEDULE OF CAPITAL PROJECTS



2009-10 Capital Improvement Program

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC
CIVIC PROJECTS			
<u>ADMINISTRATIVE FACILITIES</u>			
CIVIC CENTER	CFD#1	26,100,000	-
CITY ADMIN TRAINING FACILITY (PRE-DESIGN) - PROP C	GCC	100,000	-
PUBLIC WORKS CENTER	CFD#1	17,080,366	1,216,636
PUBLIC WORKS CENTER	WATER REPL	7,169,600	-
PUBLIC WORKS CENTER	SEWER REPL	3,861,200	-
<u>POLICE & FIRE FACILITIES</u>			
FIRE STATION #3 RELOCATION	PFF	7,001,000	1,000,000
FIRE STATION #3 RELOCATION (GENERAL FUND)	GCC	540,000	540,000
FIRE STATION #6 (PERMANENT)	PFF	5,830,000	5,579,105
JOINT FIRST RESPONDERS TRAINING FACILITY	GCC	10,850,000	1,802,977
JOINT FIRST RESPONDERS TRAINING FACILITY - PROP C	GCC	13,650,000	-
POLICE CAD IMPLEMENTATION	GCC	2,312,228	2,163,967
<u>LIBRARY FACILITIES</u>			
LIBRARY EXPANSION (COLE)	CFD#1	4,763,217	-
LIBRARY EXPANSION (COLE)	PFF	9,776,000	-
LIBRARY EXPANSION (LEARNING CENTER)	GCC	388,660	384,766
LIBRARY EXPANSION (LEARNING CENTER)	CFD#1	4,491,837	4,491,786
LIBRARY EXPANSION (LEARNING CENTER)	OTHER	1,259,503	1,259,439
<u>MISCELLANEOUS CITYWIDE PROJECTS</u>			
PROPOSITION C PROJECTS	GCC	5,034,205	-
CFD#1 ADMINISTRATION	CFD#1	910,425	95,425
COASTAL RAIL TRAIL	TRANSNET/BIKE	221,800	193,458
COASTAL RAIL TRAIL (CMAQ)	FED GRNT	4,413,784	3,775,435
PUBLIC WORKS INVENTORY AND FAC MAINT PROGRAM	GCC	404,992	399,087
STREETSCAPE IMPROVEMENTS	REDVL VILLAGE	400,000	-
VILLAGE PUBLIC PARKING ENHANCEMENT PROGRAM	REDVL VILLAGE	850,000	-
SUBTOTAL CIVIC PROJECTS		127,408,817	22,902,081
<u>FACILITIES MAINTENANCE</u>			
BEACH ACCESS STAIRS REPLACEMENT	IRF	517,500	130,312
REPAIR RECOATING GUARDRAIL PAR BRIDGE AT CARLSBAD BLVD	GCC	130,000	106,883
REPAIR RECOATING GUARDRAIL PAR BRIDGE AT CARLSBAD BLVD - PROP 42	STATE TRANS	944,000	-
STAGECOACH PARK PICNIC SHELTER	GCC	100,000	97,194
SUBTOTAL FACILITIES MAINTENANCE		1,691,500	334,389
<u>PARK PROJECTS</u>			
<u>CITYWIDE PARKS</u>			
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	ZONE 5	3,400,000	-
CARLSBAD MUNICIPAL GOLF COURSE	GOLF COURSE	55,266,655	55,106,672
LAKE CALAVERA TRAILS MASTER PLAN/CONSTRUCTION	GCC	598,750	50,371
VETERAN'S MEMORIAL PARK	CFD#1	23,239,800	-
<u>NORTHWEST QUADRANT PARKS</u>			
PINE AVENUE PARK - PINE COMMUNITY BUILDING - PHASE II	PIL-NW	1,751,776	-
PINE AVENUE PARK - PINE COMMUNITY BUILDING - PHASE II	PFF	7,919,958	-
PINE AVENUE PARK-RESTROOM/STORAGE BUILDING	PFF	276,656	-
PINE AVENUE PARK-RESTROOM/STORAGE BUILDING	PIL-NW	100,000	-
<u>NORTHEAST QUADRANT PARKS</u>			
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	PIL-NE	1,800,000	-
<u>SOUTHWEST QUADRANT PARKS</u>			
AVIARA COMMUNITY PARK COMMUNITY BUILDING	PFF	7,937,488	-
AVIARA COMMUNITY PARK COMMUNITY BUILDING	PIL-SW	2,806,648	-
AVIARA REIMBURSEMENT AGREEMENT	PIL-SW	238,000	18,900
POINSETTIA COMMUNITY PARK -PHASE III	PFF	14,620,640	1,089,200
POINSETTIA COMMUNITY PARK - PARKING	PFF	963,400	78,894

2009-10 Capital Improvement Program

BALANCE FORWARD	YEAR 1 2009-10	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	YEAR 6-10 2015-2019	BUILDOUT 2020-BO
-						26,100,000	
-					100,000		
1,491,630					14,372,100		
-					7,169,600		
-					3,861,200		
-		493,200	5,507,800				
-							
250,895							
9,047,023							
13,650,000							
148,261							
-							4,763,217
-							9,776,000
3,894							
51							
64							
-	5,034,205						
45,000	110,000	110,000	110,000	110,000	110,000	220,000	
28,342							
638,349							
5,905							
100,000	300,000						
-						850,000	
25,409,414	5,444,205	603,200	5,617,800	110,000	25,612,900	27,170,000	14,539,217
387,188							
23,117							
944,000							
2,806							
1,357,111	-	-	-	-	-	-	-
-							3,400,000
159,983							
548,379							
-							23,239,800
-							1,751,776
-							7,919,958
		276,656					
		100,000					
-							1,800,000
-							7,937,488
-							2,806,648
219,100							
-					1,076,400	12,455,040	
884,506							

2009-10 Capital Improvement Program

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC
SOUTHEAST QUADRANT PARKS			
ALGA NORTE PARK - PARK (30 ACRES)	PFF	22,107,510	1,798,456
ALGA NORTE PARK - POOL	PFF	6,099,695	500,148
ALGA NORTE PARK - POOL	GCC	6,000,000	-
ALGA NORTE PARK - POOL (PROP C FUNDS)	GCC	16,215,795	389,265
LEO CARRILLO PARK - PHASE III	PFF	1,057,000	-
LEO CARRILLO PARK - PHASE III	PIL-SE	866,100	-
LEO CARRILLO BARN	PFF	500,000	-
LEO CARRILLO BARN STABILIZATION (\$197K = GRANT)	GCC	500,000	497,714
LEO CARRILLO EVENT AREA EXPANSION	PIL-SE	267,000	206,049
SUBTOTAL PARK PROJECTS		174,532,871	59,735,669
DRAINAGE PROJECTS			
AGUA HEDIONDA CHANNEL (PLDA "B" - FACILITY B + BN)	PLD	4,384,413	1,888,000
AGUA HEDIONDA CHANNEL	GCC	859,037	-
BCC DRAINAGE FACILITY (REIMB)	PLD	511,979	-
CARLSBAD BOULEVARD ENCINAS CREEK BRIDGE REPLACEMENT (PLDA "C" - C1)	PLD	2,539,565	440,832
CARLSBAD BLVD STORM DRAIN REPLACEMENT	IRF	505,000	426,628
CMP REPLACEMENT PROGRAM	IRF	2,598,000	472,048
COLLEGE BLVD. BRIDGE (REIMB./PLDA "B" - FACILITY BL-L)	PLD	1,816,101	-
COLLEGE BLVD/CANNON RD (PLDA "B" - FACILITY BJ B + BNB + BJ-1)	PLD	2,889,757	2,236,206
HOSP GROVE PARK DRAINAGE IMPROVEMENTS	IRF	150,000	-
KELLY DRIVE CHANNEL REPAIR	IRF	1,223,500	100,526
LA COSTA AVE STORM DRAIN REPLACEMENT	IRF	492,150	6,496
MISCELLANEOUS MASTER DRAINAGE FACILITIES	PLD	9,241,081	-
MISCELLANEOUS ROAD SUBDRAINS	GAS TAX	560,000	63,514
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	GCC	460,250	204,986
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	GAS TAX	3,392,594	49,500
PARK DRIVE AND TAMARACK AVENUE STORM DRAIN (PLDA "B" - FACILITY BCA)	PLD	1,068,613	-
RIDGECREST DRAINAGE IMPROVEMENTS	GCC	117,500	109,239
ROMERIA DRAINAGE IMPROVEMENTS	GCC	299,000	99,961
ROMERIA DRAINAGE IMPROVEMENTS	GAS TAX	338,000	6,043
TAMARACK AND ECR STORM DRAIN AND SILT. BASIN (REIMB./PLDA "B" - BFB-L + I	PLD	904,329	-
PARK DRIVE DRAINAGE AND STREET IMPROVEMENTS	GCC	155,500	-
MARCA DRIVE DRAINAGE IMPROVEMENTS	GAS TAX	65,000	-
FIRE STATIONS 1 THRU 5 DRAINAGE SYSTEMS	GCC	225,000	-
RANCHO CARRILLO WATER SEEPAGE	GCC	53,000	-
SUBTOTAL DRAINAGE PROJECTS		34,849,369	6,103,979
SEWER PROJECTS			
ENCINA WATER POLLUTION CONTROL FACILITY			
BUILDING IMPROVEMENTS	SEWER REPL	4,593,155	3,745,999
CAPITAL ACQ/REPL/REHAB AND STAFFING	SEWER REPL	35,950,927	1,515,694
PHASE IV EXPANSION - DEBT SERVICE	SEWER CONN	6,522,144	937,170
PHASE V EXPANSION	SEWER CONN	10,603,878	10,462,470
SEWER COLLECTION SYSTEM			
AVENIDA ENCINAS GRAVITY SEWER	SEWER REPL	276,300	-
BEECH STREET SEWER REPLACEMENT	SEWER REPL	1,947,000	20,433
BUENA INTERCEPTOR SEWER IMPROVEMENTS	SEWER REPL	2,840,000	142,083
CALAVERA HILLS TREATMENT PLANT - DEMOLITION	SEWER REPL	854,000	1,726
CARLSBAD TRUNK SEWER REACHES VCT1A, VCT1B, VCT1C (SBA "A")	SEW BENEF	120,600	-
CARLSBAD TRUNK SEWER REACHES VCT1A, VCT1B, VCT1C (SBA "A")	SEWER REPL	427,635	-
CONDITION ASSESSMENT OF SEWER MAINS	SEWER REPL	626,000	-
FARADAY AVENUE - ORION TO MELROSE SEWER	SEWER REPL	110,200	50,425
HOME PLANT - PIPELINE REPLACEMENT	SEWER REPL	919,000	91,446
HOME PLANT LIFT STATION REPLACEMENT	SEWER REPL	2,712,000	6,089
LA COSTA MEADOWS SEWER EXTENSION	SEWER REPL	1,146,877	97,846
LA GOLONDRIA SEWER EXTENSION	SEWER REPL	1,108,543	139,949
NORTH AGUA HEDIONDA INTERCEPTOR - WEST SEGMENT	SEWER REPL	5,854,000	5,840,465
NORTH AGUA HEDIONDA TRUNK SEWER REACH NAHT1A (SBA "B")	SEWER REPL	2,862,000	63,337
NORTH BATIQUITOS INTERCEPTOR REHABILITATION	SEWER REPL	1,199,000	173,411
POINSETTIA SEWAGE LIFT STATION ODOR/NOISE ABATEMENT	SEWER REPL	669,500	629,781

2009-10 Capital Improvement Program

BALANCE FORWARD	YEAR 1 2009-10	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	YEAR 6-10 2015-2019	BUILDOUT 2020-BO
20,309,054							
5,599,547							
6,000,000							
15,826,530							
-					310,500	746,500	
-						866,100	
-						500,000	
2,286							
60,951							
49,610,336	-	376,656	-	-	1,386,900	14,567,640	48,855,670
8,522	2,287,891		40,000	40,000	40,000	80,000	
-	859,037						
511,979							
1,153,068	945,665						
78,372							
904,952	432,000	507,000	282,000				
-						1,816,101	
653,551							
150,000							
375,474	685,000	17,500	15,000	12,500	17,500		
485,654							
-							9,241,081
496,486							
255,264							
356,555	507,573	525,898	694,228	949,500	153,840	155,500	
-						1,068,613	
8,261							
174,039	5,000	5,000	5,000	5,000	5,000		
331,957							
-							904,329
	155,500						
			65,000				
			225,000				
	53,000						
5,944,134	5,930,666	1,055,398	1,326,228	1,007,000	216,340	3,120,214	10,145,410
847,156							
966,678	1,575,887	1,656,203	1,588,467	1,542,189	1,425,073	6,190,056	19,490,680
-	933,007	931,419	932,469	931,469	928,419	928,191	
141,408							
-			276,300				
1,926,567							
1,317,917		1,380,000					
21,774			830,500				
-						120,600	
-						427,635	
313,000				313,000			
59,775							
442,554	385,000						
1,805,911	100,000	800,000					
1,049,031							
968,594							
13,535							
703,663	2,095,000						
1,025,589							
39,719							

2009-10 Capital Improvement Program

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC
SEWER LIFT STATION REMOVALS - VARIOUS	SEWER REPL	5,531,000	83,253
SEWER LIFT STATION REPAIRS AND UPGRADES	SEWER REPL	1,360,380	619,370
SEWER LINE REFURBISHMENTS/REPLACEMENT AND MANHOLES	SEWER REPL	5,974,600	448,098
SEWER MASTER PLAN/CONNECTION FEE UPDATE	SEWER REPL	400,000	261,316
SEWER MASTER PLAN/CONNECTION FEE UPDATE	SEWER CONN	100,000	90,315
SEWER MONITORING PROGRAM	SEWER CONN	352,000	-
TERRAMAR LIFT STATION REPLACEMENT	SEWER REPL	548,000	-
VISTA/CARLSBAD INTERCEPTOR BUENA VISTA LIFT STATION FORCE MAIN (VC-4)	SEWER CONN	6,225,000	513,128
VISTA/CARLSBAD INTERCEPTOR AGUA HEDIONDA LIFT STATION (VC12)	SEWER CONN	17,400,000	1,777,615
VISTA/CARLSBAD INTERCEPTOR REACH VC11B	SEWER CONN	6,430,000	707,835
VISTA/CARLSBAD INTERCEPTOR REACH VC13 TO VC15	SEWER CONN	14,700,000	982,871
VISTA/CARLSBAD INTERCEPTOR REPLACEMENT REACH 3	SEWER CONN	2,888,220	-
SUBTOTAL SEWER PROJECTS		143,051,959	29,402,125
WATER DISTRIBUTION SYSTEM			
AVIARA PARKWAY AT PLUM TREE	WATER REPL	494,728	-
BUENA VISTA PUMP STATION IMPROVEMENTS (STUDY)	WATER REPL	200,000	-
CALAVERA HILLS WATER BOOSTER STATION STANDBY GENERATOR	WATER CONN	502,444	-
CARLSBAD BOULEVARD - SOUTH OF AVENIDA ENCINAS	WATER REPL	953,888	-
CATHODIC PROTECTION PROGRAM	WATER REPL	1,246,700	-
COLLEGE BOULEVARD - CANNON TO BADGER LANE	WATER CONN	1,066,000	-
COLLEGE BOULEVARD (ECR TO CANNON ROAD) - Reimb	WATER CONN	1,060,000	-
CRESTVIEW DRIVE TRANSMISSION MAIN	WATER REPL	162,032	-
D RESERVOIR DRAINAGE IMPROVEMENTS (STUDY)	WATER REPL	175,000	1,086
D RESERVOIR - PHASE I	WATER CONN	6,666,504	-
D RESERVOIR - PHASE II	WATER REPL	2,222,064	-
DESALINATION GROUNDWATER/SEAWATER STUDY	WATER REPL	774,176	-
EL CAMINO REAL TRANSMISSION MAIN FROM FARADAY TO COUGAR DRIVE	WATER REPL	1,530,896	1,523,828
EL FUERTE - NORTH OF LOKER - (Reimb)	WATER CONN	250,000	-
EL FUERTE AND CORINTIA STREET	WATER REPL	168,168	-
ELLERY WATER PUMP PROJECT	WATER REPL	205,900	23,495
FARADAY AVENUE - ORION TO MELROSE WATERLINE - (Reimb)	WATER CONN	887,210	11,739
FARADAY AVENUE EXTENSION - Reimb	WATER CONN	776,000	-
GROUNDWATER DEVELOPMENT - SAN LUIS REY RIVER (STUDY)	WATER REPL	55,000	-
LAKE CALAVERA RESERVOIR IMPROVEMENTS	WATER REPL	6,796,908	6,161,607
MAERKLE FACILITY IMPROVEMENTS	WATER REPL	2,135,200	770,184
MAERKLE PUMP STATION IMPROVEMENTS	WATER CONN	1,000,200	-
MAERKLE PUMP STATION IMPROVEMENTS	WATER REPL	998,427	44,322
MAERKLE RESERVOIR BRIDGE REPLACEMENT	WATER REPL	328,750	118,566
MAERKLE RESERVOIR STORAGE (TAP #2)	WATER CONN	14,814,280	-
MAERKLE TRANSMISSION MAIN	WATER REPL	6,330,000	8,831
MARRON ROAD - PRESSURE REGULATING STATION TO OCEANSIDE	WATER CONN	797,888	-
MASTER PLAN UPDATE	WATER CONN	650,000	20,942
MELROSE DRIVE - PALOMAR AIRPORT ROAD TO FARADAY - (Reimb)	WATER CONN	1,475,000	-
MISCELLANEOUS PIPELINE REPLACEMENT PROJECTS	WATER REPL	1,876,700	262,815
MISCELLANEOUS WATER RESERVOIR FENCING	WATER REPL	197,399	126,805
MISCELLANEOUS WATER VALVE REPAIRS/REPLACEMENTS	WATER REPL	250,000	-
OCEANSIDE INTERTIE UPGRADE	WATER REPL	114,600	-
POINSETTIA LANE - EL CAMINO REAL TO SKIMMER CT (Reimb)	WATER CONN	130,728	-
POINSETTIA LANE - SKIMMER CT TO CASSIA	WATER REPL	508,664	-
POINSETTIA LANE - SKIMMER CT TO CASSIA	WATER CONN	398,944	-
POINSETTIA LANE EAST OF BLACK RAIL ROAD 12"	WATER CONN	239,720	-
POINSETTIA LANE EAST OF BLACK RAIL ROAD 12"	WATER REPL	239,616	-
PRESSURE REDUCING STATION REPLACEMENT	WATER REPL	1,102,000	3,800
TRI-AGENCIES WATER TRANSMISSION PIPELINE REPLACEMENT	WATER REPL	6,455,000	213,511
WATER PIPELINE REPLACEMENT - CAMEO ROAD TO ECR	WATER REPL	120,000	102,082
WATER SYSTEM INTERTIE CONNECTION	WATER REPL	439,000	34,774
RESERVOIR REPAIR /MAINTENANCE PROGRAM	WATER REPL	125,000	-
KELLY RANCH PRESSURE REDUCING STATION	WATER REPL	355,000	-
HYDROELECTRIC PRESSURE REDUCING STATION-MAERKLE RESERVOIR	WATER REPL	1,250,000	-
SUBTOTAL WATER DISTRIBUTION SYSTEM		68,525,734	9,428,387

2009-10 Capital Improvement Program

BALANCE FORWARD	YEAR 1 2009-10	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	YEAR 6-10 2015-2019	BUILDOUT 2020-BO
5,747						5,442,000	
41,010	100,000	100,000	100,000	100,000		300,000	
2,281,902	330,000	330,000	330,000	330,000		1,650,000	274,600
138,684							
9,685							
88,000	22,000	22,000	22,000	22,000		110,000	66,000
25,000		523,000					
2,836,872	2,875,000						
1,441,745	14,180,640						
3,457,165	2,265,000						
1,617,129	12,100,000						
-		596,220	2,092,000				
23,585,810	36,961,534	6,338,842	6,171,736	3,238,658	2,353,492	15,168,482	19,831,280
-			494,728				
100,000		100,000					
-		54,100	448,344				
-			953,888				
624,000	475,800	146,900					
1,066,000							
530,000	530,000						
-			33,800	128,232			
133,914	40,000						
-						6,666,504	
-						2,222,064	
-						774,176	
7,068							
250,000							
-			168,168				
-			182,405				
875,471							
-	776,000						
-					55,000		
485,301	150,000						
1,100,016	265,000						
-					85,000	915,200	
-					85,000	869,105	
210,184							
-			14,814,280				
4,866,169			1,455,000				
-							797,888
479,058	150,000						
1,475,000							
737,185	433,000	443,700					
70,594							
125,000	125,000						
-		114,600					
-						130,728	
-						508,664	
-						398,944	
-						239,720	
-						239,616	
1,098,200							
391,489	650,000	5,200,000					
17,918							
-				404,226			
-	125,000						
-		355,000					
-	1,250,000						
14,642,567	4,969,800	6,414,300	18,550,613	532,458	225,000	12,964,721	797,888

2009-10 Capital Improvement Program

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC
RECYCLED WATER PROJECTS			
CARLSBAD WATER RECYCLING FACILITY SCADA MODIFICATIONS	WATER REPL	210,000	667
CHESTNUT AVENUE RECYCLED WATER LINE	WATER REPL	716,600	-
ECR/TAMARACK PUMP STATION REMOVAL	WATER REPL	80,019	-
I-5 RECYCLED WATER TRANSMISSION LINE	WATER REPL	277,274	-
PUMP STATION REMOVAL	WATER REPL	442,700	15,537
RECYCLED WATER LINE - IRRIGATION SERVICES	RECL WATER	230,000	4,937
RECYCLED WATER LINE - IRRIGATION SERVICES	WATER REPL	240,000	-
RECYCLED WATER LINE - INNOVATION WAYAND GATEWAY	RECL WATER	675,000	101,325
RECYCLED WATER LINE - INNOVATION WAYAND GATEWAY	WATER REPL	410,000	-
RECYCLED WATER MASTER PLAN UPDATE	WATER REPL	495,000	16,670
RECYCLED WATER PROJECTS-I-5 CROSSING	WATER REPL	134,200	-
12" RECYCLED WATER TRANSMISSION MAIN-AVENIDA ENCINAS, CWRP TO CANN	WATER REPL	250,000	-
SUBTOTAL RECYCLED WATER PROJECTS		4,160,793	139,136

CIRCULATION SYSTEM

TRAFFIC SIGNAL PROJECTS

TRAF SIG - ALGA ROAD AND CAZADERO	GAS TAX	210,000	-
TRAF SIG - ARMADA DRIVE AND GRAND PACIFIC RESORTS	GAS TAX	190,000	-
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	TIF	29,969	10,474
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	OTHER	645,447	342,689
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	GAS TAX	160,000	164
TRAF SIG - AVIARA PKWY AND CAMINO DE LAS ONDAS- REIMB	GAS TAX	105,000	-
TRAF SIG - CALLE BARCELONA AND PASEO AVELLANO	GCC	210,000	206,670
TRAF SIG - CAMINO DE LOS COCHES AND LA COSTA AVENUE	TRANSNET-LOC	190,000	-
TRAF SIG - CAMINO VIDA ROBLE AND YARROW DRIVE	GAS TAX	190,000	-
TRAF SIG - CANNON ROAD AND AVENIDA ENCINAS-reim.	PFF	150,000	300
TRAF SIG - CANNON ROAD AND COLLEGE BOULEVARD	TRANSNET-LOC	210,000	-
TRAF SIG - CARLSBAD BLVD & TAMARACK SIGNAL REPAIRS	IRF	230,000	-
TRAF SIG - CARLSBAD BOULEVARD AND CHERRY AVENUE	GAS TAX	190,000	-
TRAF SIG - EL CAMINO REAL AND CHESTNUT SIGNAL REPAIRS	IRF	276,000	-
TRAF SIG - EL CAMINO REAL AND TAMARACK SIGNAL REPAIRS	IRF	200,000	-
TRAF SIG - EL FUERTE ST AND RANCHO PANTO	GAS TAX	190,000	-
TRAF SIG - FARADAY AVE. AND CAMINO HILLS DRIVE	GAS TAX	190,000	-
TRAF SIG - FARADAY AVENUE AND PALMER WAY	GAS TAX	190,000	-
TRAF SIG - FARADAY AVENUE AND RUTHERFORD ROAD	GAS TAX	190,000	6,098
TRAF SIG - LA COSTA AVENUE AND CALLE MADERO	GAS TAX	210,000	-
TRAF SIG - LA COSTA AVENUE AND ESFERA STREET	GAS TAX	210,000	-
TRAF SIG - LA COSTA AVENUE AND GIBRALTAR	GAS TAX	210,000	-
TRAF SIG - LA COSTA AVENUE AND LEVANTE	TRANSNET-LOC	210,000	-
TRAF SIG - LA COSTA AVENUE/NUEVA CASTILLA WAY	GAS TAX	210,000	-
TRAF SIG - MELROSE DRIVE AND LA COSTA AVENUE	TRANSNET-LOC	190,000	-
TRAF SIG - MONROE STREET AND HOSP WAY	TRANSNET-LOC	210,000	-
TRAF SIG - PASEO DEL NORTE /HARBOR POINT ROAD	GAS TAX	210,000	5,210
TRAF SIG - POINSETTIA LANE AND BRIGANTINE ROAD	GAS TAX	190,000	-
TRAF SIG - RANCHO SANTA FE ROAD AND AVENIDA LA CIMA	GCC	190,000	172,757
TRAF SIG - RANCHO SANTA FE ROAD AND CALLE JUNIPERO	GAS TAX	210,000	-
TRAF SIG - RANCHO SANTA FE ROAD AND QUESTHAVEN ROAD	GAS TAX	124,767	-
TRAF SIG - TAMARACK AVE. AND PONTIAC DRIVE	GAS TAX	210,000	3,954
TRAF SIG - TAMARACK AVE. AND VALLEY STREET	GAS TAX	190,000	-
VIDEO DETECTION CONVERSION	GAS TAX	1,850,000	259,500
SUBTOTAL TRAFFIC SIGNAL PROJECTS		8,571,183	1,007,816

STREET PROJECTS

ADA COMPLIANCE STUDY (GOAL)	GAS TAX	50,000	-
AVENIDA ENCINAS WIDENING - SOUTH OF PALOMAR AIRPORT ROAD	TIF	5,402,000	207,816
CANNON ROAD REACH 4B	TRANSNET-HWY	1,761,000	806,606
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT	FED GRNT	1,217,287	8,853
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT (LOCAL MATCH)	TRANSNET-LOC	157,713	3,147
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD	FED GRNT	340,840	13,280
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD (LOCAL MATCH)	TRANSNET-LOC	44,160	-
CARLSBAD BLVD. AT STATE ST - INTERSECTION ENHANCEMENT DESIGN	REDVL VILLAGE	100,000	-
CARLSBAD BOULEVARD MEDIAN-TAMARACK AVENUE TO PINE AVENUE	GAS TAX	2,197,000	-
CARLSBAD BOULEVARD MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (20% FUNI	TIF	782,496	-
CARLSBAD BOULEVARD MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (RTCIP/20'	TIF	1,012,960	-
CARLSBAD BOULEVARD / PALOMAR AIRPORT ROAD (20% FUNDING)	TIF	740,896	-
CARLSBAD BOULEVARD / PALOMAR AIRPORT ROAD (RTCIP / 20% FUNDING)	TIF	2,927,600	-
CARLSBAD BOULEVARD RETROFIT OVER SDNR	TRANSNET-LOC	1,734,000	1,489,815
CARLSBAD BOULEVARD WIDENING - CANNON TO MANZANO	TIF	5,574,400	-
CARLSBAD VILLAGE DRIVE AND AVENIDA DE ANITA	GCC	105,000	91,306
CARLSBAD VILLAGE DRIVE - PONTIAC TO VICTORIA	TIF	2,466,880	-
COLLEGE BLVD REACH A AND CANNON REACH 4A	OTHER	1,713,002	418,411
COLLEGE/CANNON ASSESSMENT DISTRICT	OTHER	10,314,481	10,009,552
CONCRETE REPAIR PROGRAM	GCC	250,000	204,919

2009-10 Capital Improvement Program

BALANCE FORWARD	YEAR 1 2009-10	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	YEAR 6-10 2015-2019	BUILDOUT 2020-BO
209,333							
-			716,600				
-		80,019					
-				277,274			
427,163							
225,063							
-	240,000						
573,675							
-	410,000						
233,330	245,000						
-	134,200						
-	250,000						
1,668,564	1,279,200	80,019	716,600	277,274	-	-	-
-						210,000	
-						190,000	
19,495							
302,758							
159,836							
105,000							
3,330							
-				190,000			
-							190,000
149,700							
-						210,000	
230,000							
-			190,000				
206,000	70,000						
141,000	59,000						
-			190,000				
-			190,000				
-	190,000						
183,902	-						
-		210,000					
-		210,000					
-		210,000					
-				210,000			
-		210,000					
-							190,000
-						210,000	
-		204,790					
-						190,000	
17,243							
-						210,000	
124,767							
-						206,046	
-						190,000	
324,500	277,000	247,000	307,000	300,000	135,000		
1,967,531	596,000	1,291,790	877,000	700,000	135,000	1,616,046	380,000
50,000							
17,184		421,000	2,365,000	30,000		2,361,000	
954,394							
-	1,208,434						
-	154,566						
-	327,560						
-	44,160						
100,000							
-							2,197,000
-							782,496
-							1,012,960
-							740,896
-							2,927,600
244,185							
-							5,574,400
13,694							
-							2,466,880
1,294,591							
304,929							
45,081							

2009-10 Capital Improvement Program

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC
CONCRETE REPAIR PROGRAM	GAS TAX	1,500,000	199,182
CONCRETE REPAIR WORK	GAS TAX	750,000	367,528
EL CAMINO REAL AND CARLSBAD VILLAGE DRIVE DUAL LEFT TURNS	TIF	899,600	-
EL CAMINO REAL LEFT TURN LANE TO WEST TAMARACK	TIF	286,000	-
EL CAMINO REAL RIGHT TURN LANE TO NORTH ALGA ROAD	TIF	348,400	-
EL CAMINO REAL / CANNON ROAD INTERSECTION IMPROVEMENTS	TIF	589,000	-
EL CAMINO REAL MEDIANS	PFF	909,500	144,030
EL CAMINO REAL MEDIANS	GAS TAX	2,866,600	-
EL CAMINO REAL MEDIANS - LA COSTA	PFF	1,390,500	-
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE (RTCIP)	TIF	625,040	-
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE	TIF	1,772,160	-
EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	TRANSNET-LOC	4,026,000	-
EL CAMINO REAL WIDENING - LISA STREET TO CRESTVIEW DR	TRANSNET-LOC	1,202,000	-
EL CAMINO REAL WIDENING - NORTH OF COUGAR DRIVE	TRANSNET-LOC	574,782	548,551
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	TRANSNET-LOC	3,925,885	-
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	TRANSNET-STP	345,000	-
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	TIF	7,656,023	987,500
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT (RTCIP)	TIF	422,000	-
EL FUERTE EXTENSION	OTHER	4,095,146	720,810
FARADAY AVENUE EXTENSION	OTHER	16,248,065	14,955,963
I-5 AND LA COSTA AVENUE AUXILIARY LANES	CFD#1	2,000,000	-
LA COSTA AVE SLOPE REPAIR WEST OF ROMERIA	GAS TAX	199,000	348
MARBELLA WALL BEAUTIFICATION	GCC	180,000	37,691
MELROSE DRIVE - SOUTH OF PALOMAR AIRPORT ROAD	OTHER	228,938	2,221
MELROSE DRIVE AND ALGA ROAD DUAL LEFT TURN LANES (RTCIP)	TIF	983,840	-
MELROSE DRIVE EXTENSION - A	OTHER	1,525,584	1,136,659
MELROSE DRIVE EXTENSION - B	OTHER	3,477,792	3,426,384
MELROSE DRIVE TURN LANE TO WEST PALOMAR AIRPORT ROAD	TIF	410,000	-
PALOMAR AIRPORT ROAD AND COLLEGE BOULEVARD-RIGHT TURN LANES	TIF	587,000	-
PALOMAR AIRPORT ROAD AND COLLEGE BOULEVARD-RIGHT TURN LANES/DRAIL	GCC	250,500	-
PALOMAR AIRPORT ROAD AND MELROSE DRIVE RIGHT TURN	OTHER	165,980	21,110
PALOMAR AIRPORT ROAD AND MELROSE DRIVE RIGHT TURN	TIF	88,500	12,192
PALOMAR AIRPORT ROAD TURN LANE TO SOUTH EL CAMINO REAL	TIF	590,720	-
PALOMAR AIRPORT ROAD TURN LANE TO NORTH EL FUERTE STREET	TIF	952,640	-
PALOMAR AIRPORT ROAD WIDENING AT MELROSE DRIVE	OTHER	2,826,268	2,622,919
PALOMAR AIRPORT ROAD WIDENING AT PASEO DEL NORTE	TIF	1,676,019	94,095
PARK DRIVE, MARINA TO COVE	GAS TAX	416,300	-
PAVEMENT MANAGEMENT PROGRAM	TRANSNET-LOC	51,010,515	23,697,039
PAVEMENT MANAGEMENT PROGRAM (PROP 42 Funds)	STATE TRANS	20,030,000	-
PAVEMENT MANAGEMENT PROGRAM (PROP 1B Funds)	STATE TRANS	3,167,193	-
PAVEMENT MANAGEMENT PROGRAM	GAS TAX	7,994,088	7,994,039
PAVEMENT MANAGEMENT PROGRAM (NON-JURIS FEES)	TRANSNET-LOC	12,267,476	842,946
POINSETTIA LANE - REACH E	BTD#2	13,460,600	698
POINSETTIA LANE - REACHES A,B,C,F,G & AVIARA PKWY REIMB	BTD#2	1,373,558	-
POINSETTIA LANE EAST OF EL CAMINO REAL FINANCING PROGRAM	OTHER	28,932,793	26,051,558
POINSETTIA LANE WIDENING - PASEO DEL NORTE TO BATIQUITOS (RTCIP)	TIF	825,760	-
RANCHO SANTA FE ROAD AND OLIVENHAIN IMPROVEMENTS	RSF ROAD	5,985,905	4,844,809
RANCHO SANTA FE ROAD NORTH - PHASE I	RSF ROAD	26,406,243	26,283,823
RANCHO SANTA FE ROAD NORTH - PHASE II (BRIDGE)	RSF ROAD	20,671,000	19,928,537
SIDEWALK/STREET CONSTRUCTION - VARIOUS LOCATIONS	TIF	3,295,672	-
SIDEWALK/STREET CONSTRUCTION - VALLEY AND MAGNOLIA SIDEWALKS	TIF	935,000	57,680
TAMARACK AND ADAMS	GAS TAX	48,500	38,023
TRAFFIC CALMING - DONNA DRIVE (DESIGN)	GAS TAX	113,000	64,180
TRAFFIC CALMING - SIERRA MORENA AVENUE (DESIGN)	GAS TAX	90,000	80,622
TRAFFIC MONITORING PROGRAM	TIF	1,718,900	245,127
UNDERGROUND DIST. 17 - HARDING, ROOSEVELT	GCC	509,800	92,218
CAMINO HILLS AND JACKSPAR SLOPE STABILIZATION	GCC	87,000	-
CARLSBAD BLVD. REALIGNMENT STUDY, PHASE 2	REDVL SCCRDA	250,000	-
PALOMAR AIRPORT ROAD RIGHT TURN LANE TO S/B PASEO DEL NORTE	GAS TAX	424,286	-
PALOMAR AIRPORT ROAD RIGHT TURN LANE TO S/B PASEO DEL NORTE	OTHER	112,785	-
PALOMAR AIRPORT ROAD LEFT TURN LANE EXPANSION TO N/B PASEO DEL NOR	GAS TAX	169,943	-
PALOMAR AIRPORT ROAD LEFT TURN LANE EXPANSION TO N/B PASEO DEL NOR	OTHER	25,394	-
SUBTOTAL STREETS PROJECTS		305,787,908	148,752,187
LOANS TO OTHER FUNDS			
GAS TAX LOAN BTD#2	GAS TAX	-	-
GAS TAX LOAN TO BTD#3 CANNON ROAD WEST	GAS TAX	-	-
GCC LOAN TO PIL-NW FOR MADISON ST PROPERTY PURCHASES	GCC	-	-
GCC LOAN TO PIL-NW FOR PINE SCHOOL ACQUISITION	GCC	-	-
PFF LOAN TO PIL-NE FOR PARK SITE ACQUISITION	PFF	4,550,000	4,550,000
GCC LOAN TO PLDA - HEDIONDA AND CALAVERA CREEK	GCC	-	-
SEWER REPL TO SEW BENEF A FOR CARLSBAD TRUNK SEWER	SEWER REPL	-	-
GCC LOAN TO SCCRDA FOR CARLSBAD BLVD. REALIGNMENT STUDY	GCC	250,000	-
SUBTOTAL FUTURE LOANS TO OTHER FUNDS		4,800,000	4,550,000

2009-10 Capital Improvement Program

[illegible]

2009-10 Capital Improvement Program

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC
LOAN REPAYMENTS AND TRANSFERS			
BTD#2 REPAYMENT TO GAS TAX FUND	BTD#2	-	
BTD#3 CANNON ROAD WEST TO GAS TAX FUND	BTD#3	-	
GCC TRANSFER TO GENERAL FUND - TRAFFIC SIGNAL MAINTENANCE	GCC	600,000	
GCC LOAN TO PLDA - HEDIONDA AND CALAVERA CREEK	PLD	-	
PIL-NW TO GCC FOR MADISON ST PROPERTY PURCHASES	PIL-NW	-	
PIL-NW TO GCC FOR PINE SCHOOL ACQUISITION	PIL-NW	-	
PIL-NE TO PFF FOR PARK SITE ACQUISITION	PIL-NE	4,550,000	
SBA C,D,E,F TO SEW REPL FOR S AGUA HEDIONDA INTERCEPTOR	SEW BENEF	-	
SCCRDA TO GCC FOR CARLSBAD BLVD. REALIGNMENT STUDY	REDVL SCCRDA	250,000	
SUBTOTAL LOAN REPAYMENTS		5,400,000	-
GRAND TOTAL ALL FUNDED PROJECTS		878,780,134	282,355,769
UNFUNDED PROJECTS*			
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)		7,100,000	
CANNON LAKE PARK (6.7 ACRES)		2,243,000	
CANNON ROAD REACH 4		27,000,000	
CARLSBAD BOULEVARD MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (PARTIALLY FUNDED)		6,905,600	
CARLSBAD BOULEVARD / PALOMAR AIRPORT ROAD (PARTIALLY FUNDED)		14,109,600	
HOSP GROVE/BUENA VISTA LAGOON REC'L IMPROVEMENTS		1,280,000	
PALOMAR AIRPORT ROAD WIDENING AND BRIDGE RECONSTRUCTION		10,500,000	
PINE AVENUE PARK - MADISION PROPERTY		1,900,000	
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)		8,700,000	
TOTAL UNFUNDED PROJECTS		79,738,200	

* Once funding is identified for these projects the project costs will have to be reviewed and updated to reflect actual cost estimates. The unfunded projects do not receive annual inflationary increases.

2009-10 Capital Improvement Program

BALANCE FORWARD	YEAR 1 2009-10	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	YEAR 6-10 2015-2019	BUILDOUT 2020-BO
	-						
	-						
	600,000						
	-						
	-						
	-						4,550,000
	-						
							250,000
-	600,000	-	-	-	-	-	4,800,000
155,119,469	70,372,510	22,258,761	44,729,385	10,810,390	35,520,132	117,398,863	140,214,855



FUND SUMMARY



CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

BTD NO. 2 AVIARA PARKWAY - POINSETTIA LANE

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	7,702,840	7,751,170	7,815,610	7,944,490	8,105,590	8,266,690
REVENUES							
DEVELOPER FEES/FEDERAL GRANT		48,330	64,440	128,880	161,100	1,761,100	11,471,906
TOTAL REVENUES	N/A	48,330	64,440	128,880	161,100	1,761,100	11,471,906
CAPITAL PROJECTS							
POINSETTIA LANE - REACH E	350,000	-	-	-	-	1,600,000	11,510,600
POINSETTIA LANE - REACHES A,B,C,F,G & AVIARA PKWY REIMB	-	-	-	-	-	-	1,373,558
TOTAL PROJECT EXPENDITURES	350,000	-	-	-	-	1,600,000	12,884,158
ENDING FUND BALANCE	N/A	7,751,170	7,815,610	7,944,490	8,105,590	8,266,690	6,854,438

BTD NO. 3 CANNON ROAD WEST

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	175,174	175,174	249,472	249,472	323,770	323,770
REVENUES							
DEVELOPER FEES		-	74,298	-	74,298	-	3,857,722
TOTAL REVENUES	N/A	-	74,298	-	74,298	-	3,857,722
CAPITAL PROJECTS							
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	175,174	249,472	249,472	323,770	323,770	4,181,492

COMMUNITY FACILITIES DISTRICT NO. 1 (CFD 1)

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	56,922,748	58,465,091	60,240,254	61,839,513	63,725,471	51,169,724
REVENUES							
DEVELOPER SPECIAL TAXES		1,652,343	1,885,163	1,709,259	1,995,958	1,926,353	12,522,611
TOTAL REVENUES	N/A	1,652,343	1,885,163	1,709,259	1,995,958	1,926,353	12,522,611
CAPITAL PROJECTS							
CFD#1 ADMINISTRATION	140,425	110,000	110,000	110,000	110,000	110,000	220,000
CIVIC CENTER	-	-	-	-	-	-	26,100,000
I-5 AND LA COSTA AVENUE AUXILIARY LANES	-	-	-	-	-	-	2,000,000
LIBRARY EXPANSION (COLE)	-	-	-	-	-	-	4,763,217
LIBRARY EXPANSION (LEARNING CENTER)	4,491,837	-	-	-	-	-	-
PUBLIC WORKS CENTER	2,708,266	-	-	-	-	14,372,100	-
VETERAN'S MEMORIAL PARK	-	-	-	-	-	-	23,239,800
TOTAL PROJECT EXPENDITURES	7,340,528	110,000	110,000	110,000	110,000	14,482,100	56,323,017
ENDING FUND BALANCE	N/A	58,465,091	60,240,254	61,839,513	63,725,471	51,169,724	7,369,318

(1) Equal to projected fund balance less any continuing appropriations.

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

GAS TAX FUND

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	7,915,786	7,077,603	6,146,873	5,352,740	5,590,154	7,090,335
REVENUES							
GAS TAXES		1,636,890	1,653,259	1,686,324	1,736,914	1,789,021	21,124,395
TOTAL REVENUES	N/A	1,636,890	1,653,259	1,686,324	1,736,914	1,789,021	21,124,395
CAPITAL PROJECTS							
ADA COMPLIANCE STUDY (GOAL)	50,000	-	-	-	-	-	-
CARLSBAD BOULEVARD MEDIAN-TAMARACK AVENUE TO PINE AVENUE	-	-	-	-	-	-	2,197,000
CONCRETE REPAIR PROGRAM	500,000	250,000	250,000	250,000	250,000	-	-
CONCRETE REPAIR WORK	550,000	100,000	100,000	-	-	-	-
EL CAMINO REAL MEDIANS	-	1,135,000	-	-	-	-	1,731,600
LA COSTA AVE SLOPE REPAIR WEST OF ROMERIA	183,500	15,500	-	-	-	-	-
MARCA DRIVE DRAINAGE IMPROVEMENTS	-	-	-	65,000	-	-	-
MISCELLANEOUS ROAD SUBDRAINS	560,000	-	-	-	-	-	-
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	406,055	507,573	525,898	694,228	949,500	153,840	155,500
PALOMAR AIRPORT ROAD LEFT TURN LANE EXPANSION TO N/B PASEO DEL NORTE	-	-	-	169,943	-	-	-
PALOMAR AIRPORT ROAD RIGHT TURN LANE TO S/B PASEO DEL NORTE	-	-	-	424,286	-	-	-
PARK DRIVE, MARINA TO COVE	-	-	416,300	-	-	-	-
PAVEMENT MANAGEMENT PROGRAM	7,994,088	-	-	-	-	-	-
ROMERIA DRAINAGE IMPROVEMENTS	338,000	-	-	-	-	-	-
TAMARACK AND ADAMS	48,500	-	-	-	-	-	-
TRAF SIG - ALGA ROAD AND CAZADERO	-	-	-	-	-	-	210,000
TRAF SIG - ARMADA DRIVE AND GRAND PACIFIC RESORTS	-	-	-	-	-	-	190,000
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	160,000	-	-	-	-	-	-
TRAF SIG - AVIARA PKWY AND CAMINO DE LAS ONDAS- REIMB	105,000	-	-	-	-	-	-
TRAF SIG - CAMINO VIDA ROBLE AND YARROW DRIVE	-	-	-	-	-	-	190,000
TRAF SIG - CARLSBAD BOULEVARD AND CHERRY AVENUE	-	-	-	190,000	-	-	-
TRAF SIG - EL FUERTE ST AND RANCHO PANCHO	-	-	-	190,000	-	-	-
TRAF SIG - FARADAY AVE. AND CAMINO HILLS DRIVE	-	-	-	190,000	-	-	-
TRAF SIG - FARADAY AVENUE AND PALMER WAY	-	190,000	-	-	-	-	-
TRAF SIG - FARADAY AVENUE AND RUTHERFORD ROAD	190,000	-	-	-	-	-	-
TRAF SIG - LA COSTA AVENUE AND CALLE MADERO	-	-	210,000	-	-	-	-
TRAF SIG - LA COSTA AVENUE AND ESFERA STREET	-	-	210,000	-	-	-	-
TRAF SIG - LA COSTA AVENUE AND GIBALTAR	-	-	210,000	-	-	-	-
TRAF SIG - LA COSTA AVENUE/NUOVA CASTILLA WAY	-	-	210,000	-	-	-	-
TRAF SIG - PASEO DEL NORTE /HARBOR POINT ROAD	5,210	-	204,790	-	-	-	-
TRAF SIG - POINSETTIA LANE AND BRIGANTINE ROAD	-	-	-	-	-	-	190,000
TRAF SIG - RANCHO SANTA FE ROAD AND CALLE JUNIPERO	-	-	-	-	-	-	210,000
TRAF SIG - RANCHO SANTA FE ROAD AND QUESTHAVEN ROAD	124,767	-	-	-	-	-	-
TRAF SIG - TAMARACK AVE. AND PONTIAC DRIVE	3,954	-	-	-	-	-	206,046
TRAF SIG - TAMARACK AVE. AND VALLEY STREET	-	-	-	-	-	-	190,000
TRAFFIC CALMING - DONNA DRIVE (DESIGN)	113,000	-	-	-	-	-	-
TRAFFIC CALMING - SIERRA MORENA AVENUE (DESIGN)	90,000	-	-	-	-	-	-
VIDEO DETECTION CONVERSION	584,000	277,000	247,000	307,000	300,000	135,000	-
TOTAL PROJECT EXPENDITURES	12,006,074	2,475,073	2,583,988	2,480,457	1,499,500	288,840	5,470,146
ENDING FUND BALANCE	N/A	7,077,603	6,146,873	5,352,740	5,590,154	7,090,335	22,744,584

(1) Equal to projected fund balance less any continuing appropriations.

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

GENERAL CAPITAL CONSTRUCTION (GCC)							
	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	17,911,269	10,794,027	10,789,027	10,569,027	10,564,027	10,449,027
REVENUES							
LOAN REPAYMENTS & OTHER		197,000	-	-	-	-	250,000
TOTAL REVENUES	N/A	197,000	-	-	-	-	250,000
CAPITAL PROJECTS							
AGUA HEDIONDA CHANNEL	-	859,037	-	-	-	-	-
ALGA NORTE PARK - POOL	6,000,000	-	-	-	-	-	-
ALGA NORTE PARK - POOL (PROP C FUNDS)	16,215,795	-	-	-	-	-	-
CAMINO HILLS AND JACKSPAR SLOPE STABILIZATION	-	87,000	-	-	-	-	-
CARLSBAD VILLAGE DRIVE AND AVENIDA DE ANITA	105,000	-	-	-	-	-	-
CITY ADMIN TRAINING FACILITY (PRE-DESIGN) - PROP C	-	-	-	-	-	100,000	-
CONCRETE REPAIR PROGRAM	250,000	-	-	-	-	-	-
FIRE STATION #3 RELOCATION (GENERAL FUND)	540,000	-	-	-	-	-	-
FIRE STATIONS 1 THRU 5 DRAINAGE SYSTEMS	-	-	-	225,000	-	-	-
GCC LOAN TO SCORDA FOR CARLSBAD BLVD. REALIGNMENT STUDY	-	250,000	-	-	-	-	-
GCC TRANSFER TO GENERAL FUND - TRAFFIC SIGNAL MAINTENANCE	-	600,000	-	-	-	-	-
JOINT FIRST RESPONDERS TRAINING FACILITY	10,850,000	-	-	-	-	-	-
JOINT FIRST RESPONDERS TRAINING FACILITY - PROP C	13,650,000	-	-	-	-	-	-
LAKE CALAVERA TRAILS MASTER PLAN/CONSTRUCTION	598,750	-	-	-	-	-	-
LEO CARRILLO BARN STABILIZATION (\$197K = GRANT)	-	-	-	-	500,000	-	-
LIBRARY EXPANSION (LEARNING CENTER)	388,660	-	-	-	-	-	-
MARBELLA WALL BEAUTIFICATION	180,000	20,000	-	-	-	-	-
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	460,250	-	-	-	-	-	-
PALOMAR AIRPORT ROAD AND COLLEGE BOULEVARD-RIGHT TURN LANES/DRAINAGE	-	250,500	-	-	-	-	-
PARK DRIVE DRAINAGE AND STREET IMPROVEMENTS	-	155,500	-	-	-	-	-
POLICE CAD IMPLEMENTATION	2,312,228	-	-	-	-	-	-
PROPOSITION C PROJECTS	-	5,034,205	-	-	-	-	-
PUBLIC WORKS INVENTORY AND FAC MAINT PROGRAM	404,992	-	-	-	-	-	-
RANCHO CARRILLO WATER SEEPAGE	-	53,000	-	-	-	-	-
REPAIR RECOATING GUARDRAIL PAR BRIDGE AT CARLSBAD BLVD	130,000	-	-	-	-	-	-
RIDGECREST DRAINAGE IMPROVEMENTS	117,500	-	-	-	-	-	-
ROMERIA DRAINAGE IMPROVEMENTS	274,000	5,000	5,000	5,000	5,000	5,000	-
STAGECOACH PARK PICNIC SHELTER	100,000	-	-	-	-	-	-
TRAF SIG - CALLE BARCELONA AND PASEO AVELLANO	210,000	-	-	-	-	-	-
TRAF SIG - RANCHO SANTA FE ROAD AND AVENIDA LA CIMA	190,000	-	-	-	-	-	-
UNDERGROUND DIST. 17 - HARDING, ROOSEVELT	509,800	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	63,966,975	7,314,242	5,000	230,000	5,000	105,000	-
	N/A	10,794,027	10,789,027	10,569,027	10,564,027	10,449,027	10,699,027

(1) Equal to projected fund balance less any continuing appropriations.

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

GRANTS - FEDERAL

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	112,392	112,392	112,392	112,392	112,392	112,392
REVENUES							
GRANT REVENUE		1,535,994	-	-	-	-	-
TOTAL REVENUES	N/A	1,535,994	-	-	-	-	-
CAPITAL PROJECTS							
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT	8,853	1,208,434	-	-	-	-	-
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD	13,280	327,560	-	-	-	-	-
COASTAL RAIL TRAIL (CMAQ)	4,413,784	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	4,435,917	1,535,994	-	-	-	-	-
ENDING FUND BALANCE	N/A	112,392	112,392	112,392	112,392	112,392	112,392

INFRASTRUCTURE MAINTENANCE & REPLACEMENT (IM&R)

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	43,632,452	48,924,462	55,583,952	62,812,952	70,869,452	79,132,952
REVENUES							
GENERAL FUND TRANSFER		6,538,000	7,184,000	7,526,000	8,069,000	8,281,000	99,206,000
TOTAL REVENUES	N/A	6,538,000	7,184,000	7,526,000	8,069,000	8,281,000	99,206,000
CAPITAL PROJECTS							
BEACH ACCESS STAIRS REPLACEMENT	517,500	-	-	-	-	-	-
CARLSBAD BLVD STORM DRAIN REPLACEMENT	505,000	-	-	-	-	-	-
CMP REPLACEMENT PROGRAM	1,377,000	432,000	507,000	282,000	-	-	-
HOSP GROVE PARK DRAINAGE IMPROVEMENTS	150,000	-	-	-	-	-	-
KELLY DRIVE CHANNEL REPAIR	476,000	685,000	17,500	15,000	12,500	17,500	-
LA COSTA AVE STORM DRAIN REPLACEMENT	492,150	-	-	-	-	-	-
TRAF SIG - CARLSBAD BLVD & TAMARACK SIGNAL REPAIRS	230,000	-	-	-	-	-	-
TRAF SIG - EL CAMINO REAL AND CHESTNUT SIGNAL REPAIRS	206,000	70,000	-	-	-	-	-
TRAF SIG - EL CAMINO REAL AND TAMARACK SIGNAL REPAIRS	141,000	59,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	4,094,650	1,246,000	624,500	297,000	12,500	17,500	-
ENDING FUND BALANCE	N/A	48,924,452	55,583,962	62,812,952	70,869,452	79,132,952	178,338,952

(1) Equal to projected fund balance less any continuing appropriations.

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

OTHER							
	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	5,342,443	5,342,443	5,342,443	5,204,264	5,204,264	5,204,264
REVENUES							
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
COLLEGE BLVD REACH A AND CANNON REACH 4A	1,713,002	-	-	-	-	-	-
COLLEGE/CANNON ASSESSMENT DISTRICT	10,314,481	-	-	-	-	-	-
EL FUERTE EXTENSION	4,095,146	-	-	-	-	-	-
FARADAY AVENUE EXTENSION	16,248,065	-	-	-	-	-	-
LIBRARY EXPANSION (LEARNING CENTER)	1,259,503	-	-	-	-	-	-
MELROSE DRIVE - SOUTH OF PALOMAR AIRPORT ROAD	228,938	-	-	-	-	-	-
MELROSE DRIVE EXTENSION - A	1,525,584	-	-	-	-	-	-
MELROSE DRIVE EXTENSION - B	3,477,792	-	-	-	-	-	-
PALOMAR AIRPORT ROAD AND MELROSE DRIVE RIGHT TURN	165,980	-	-	-	-	-	-
PALOMAR AIRPORT ROAD LEFT TURN LANE EXPANSION TO N/B PASEO DEL NORTE	-	-	-	25,394	-	-	-
PALOMAR AIRPORT ROAD RIGHT TURN LANE TO S/B PASEO DEL NORTE	-	-	-	112,785	-	-	-
PALOMAR AIRPORT ROAD WIDENING AT MELROSE DRIVE	2,826,268	-	-	-	-	-	-
POINSETTIA LANE EAST OF EL CAMINO REAL FINANCING PROGRAM	28,932,793	-	-	-	-	-	-
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	645,447	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	71,432,999	-	-	138,179	-	-	-
ENDING FUND BALANCE	N/A	5,342,443	5,342,443	5,204,264	5,204,264	5,204,264	5,204,264

PARK FEE ZONES 5,13,16							
	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	2,287,247	2,321,205	2,387,205	2,394,405	2,438,905	2,469,405
REVENUES							
DEVELOPER FEES		33,958	66,000	7,200	44,500	30,500	1,346,485
TOTAL REVENUES	N/A	33,958	66,000	7,200	44,500	30,500	1,346,485
CAPITAL PROJECTS							
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	-	-	-	-	-	-	3,400,000
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	3,400,000
ENDING FUND BALANCE	N/A	2,321,205	2,387,205	2,394,405	2,438,905	2,469,405	415,890

(1) Equal to projected fund balance less any continuing appropriations.

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

PARK-IN-LIEU NE

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	836,549	836,549	836,549	836,549	1,371,129	1,649,110
REVENUES							
DEVELOPER FEES		-	-	-	534,580	277,982	4,704,304
TOTAL REVENUES	N/A	-	-	-	534,580	277,982	4,704,304
CAPITAL PROJECTS							
PIL-NE TO PFF FOR PARK SITE ACQUISITION	-	-	-	-	-	-	4,550,000
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	-	-	-	-	-	-	1,800,000
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	6,350,000
ENDING FUND BALANCE	N/A	836,549	836,549	836,549	1,371,129	1,649,110	3,414

PARK-IN-LIEU NW

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	11,059	163,826	196,593	346,498	489,265	639,170
REVENUES							
DEVELOPER FEES		142,767	142,767	149,905	142,767	149,905	4,147,381
TOTAL REVENUES	N/A	142,767	142,767	149,905	142,767	149,905	4,147,381
CAPITAL PROJECTS							
PINE AVENUE PARK - PINE COMMUNITY BUILDING - PHASE II	-	-	-	-	-	-	1,751,776
PINE AVENUE PARK-RESTROOM/STORAGE BUILDING	-	-	100,000	-	-	-	-
TOTAL PROJECT EXPENDITURES	-	-	100,000	-	-	-	1,751,776
ENDING FUND BALANCE	N/A	153,826	196,693	346,498	489,265	639,170	3,034,776

PARK-IN-LIEU SE

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	791,779	829,200	866,620	904,041	941,462	978,882
REVENUES							
DEVELOPER FEES		37,421	37,421	37,421	37,421	37,421	625,459
TOTAL REVENUES	N/A	37,421	37,421	37,421	37,421	37,421	625,459
CAPITAL PROJECTS							
LEO CARRILLO EVENT AREA EXPANSION	267,000	-	-	-	-	-	-
LEO CARRILLO PARK - PHASE III	-	-	-	-	-	-	866,100
TOTAL PROJECT EXPENDITURES	267,000	-	-	-	-	-	866,100
ENDING FUND BALANCE	N/A	829,200	866,620	904,041	941,462	978,882	738,241

PARK-IN-LIEU SW

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	351,945	367,982	389,366	432,132	485,590	539,048
REVENUES							
DEVELOPER FEES		16,037	21,383	42,766	53,458	53,458	4,292,677
TOTAL REVENUES	N/A	16,037	21,383	42,766	53,458	53,458	4,292,677
CAPITAL PROJECTS							
AVIARA COMMUNITY PARK COMMUNITY BUILDING	-	-	-	-	-	-	2,806,648
AVIARA REIMBURSEMENT AGREEMENT	238,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	238,000	-	-	-	-	-	2,806,648
ENDING FUND BALANCE	N/A	367,982	389,366	432,132	485,590	539,048	2,026,077

(1) Equal to projected fund balance less any continuing appropriations.

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

PLANNED LOCAL DRAINAGE AREA FEES (PLDA)							
	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	6,192,559	3,222,252	3,485,501	3,808,027	4,321,901	4,704,082
REVENUES							
DEVELOPER FEES		263,249	263,249	362,526	553,875	422,180	9,557,567
TOTAL REVENUES	N/A	263,249	263,249	362,526	553,875	422,180	9,557,567
CAPITAL PROJECTS							
AGUA HEDIONDA CHANNEL (PLDA "B" - FACILITY B + BN)	1,896,522	2,287,891	-	40,000	40,000	40,000	80,000
BCC DRAINAGE FACILITY (REIMB)	511,979	-	-	-	-	-	-
CARLSBAD BOULEVARD ENCINAS CREEK BRIDGE REPLACEMENT (PLDA "C" - C1)	1,593,900	945,665	-	-	-	-	-
COLLEGE BLVD. BRIDGE (REIMB/PLDA "B" - FACILITY BL-L)	-	-	-	-	-	-	1,816,101
COLLEGE BLVD/CANNON RD (PLDA "B" - FACILITY BJ B + BNB + BJ-1)	2,889,757	-	-	-	-	-	-
MISCELLANEOUS MASTER DRAINAGE FACILITIES	-	-	-	-	-	-	9,241,081
PARK DRIVE AND TAMARACK AVENUE STORM DRAIN (PLDA "B" - FACILITY BCA)	-	-	-	-	-	-	1,068,613
TAMARACK AND ECR STORM DRAIN AND SILT. BASIN (REIMB/PLDA "B" - BFB-L + BF-1)	-	-	-	-	-	-	904,329
TOTAL PROJECT EXPENDITURES	6,892,168	3,233,556	-	40,000	40,000	40,000	13,110,124
ENDING FUND BALANCE	N/A	3,222,252	3,485,501	3,808,027	4,321,901	4,704,082	1,151,524

PUBLIC FACILITY FEE FUND (PFF)							
	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	13,691,407	14,238,941	14,155,637	9,555,243	11,163,574	10,931,719
REVENUES							
DEVELOPER FEES		547,534	686,552	917,405	1,598,331	1,245,545	26,472,143
LOAN REPAYMENTS		-	-	-	-	-	4,550,000
TOTAL REVENUES	N/A	547,534	686,552	917,405	1,598,331	1,245,545	31,022,143
CAPITAL PROJECTS							
ALGA NORTE PARK - PARK (30 ACRES)	22,107,510	-	-	-	-	-	-
ALGA NORTE PARK - POOL	6,099,695	-	-	-	-	-	-
AVIARA COMMUNITY PARK COMMUNITY BUILDING	-	-	-	-	-	-	7,937,488
EL CAMINO REAL MEDIANS	909,500	-	-	-	-	-	-
EL CAMINO REAL MEDIANS - LA COSTA	-	-	-	-	-	90,500	1,300,000
FIRE STATION #3 RELOCATION	1,000,000	-	493,200	5,507,800	-	-	-
FIRE STATION #6 (PERMANENT)	5,830,000	-	-	-	-	-	-
LEO CARRILLO BARN	-	-	-	-	-	-	500,000
LEO CARRILLO PARK - PHASE III	-	-	-	-	-	310,500	746,500
LIBRARY EXPANSION (COLE)	-	-	-	-	-	-	9,776,000
PFF LOAN TO PIL-NE FOR PARK SITE ACQUISITION	4,550,000	-	-	-	-	-	-
PINE AVENUE PARK - PINE COMMUNITY BUILDING - PHASE II	-	-	-	-	-	-	7,919,958
PINE AVENUE PARK-RESTROOM/STORAGE BUILDING	-	-	276,656	-	-	-	-
POINSETTIA COMMUNITY PARK - PARKING	963,400	-	-	-	-	-	-
POINSETTIA COMMUNITY PARK -PHASE III	1,089,200	-	-	-	-	1,076,400	12,455,040
TRAF SIG - CANNON ROAD AND AVENIDA ENCINAS-reim.	150,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	42,699,305	-	769,856	5,507,800	-	1,477,400	40,634,986
ENDING FUND BALANCE	N/A	14,238,941	14,155,637	9,555,243	11,163,574	10,931,719	1,318,876

(1) Equal to projected fund balance less any continuing appropriations.

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

RANCHO SANTA FE ROAD PROJECT

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	12,640,471	13,089,481	13,089,481	13,089,481	13,089,481	13,089,481
REVENUES							
DEVELOPER SPECIAL TAXES/OTHER AGENCIES		449,010	-	-	-	-	6,265,511
TOTAL REVENUES	N/A	449,010	-	-	-	-	6,265,511
CAPITAL PROJECTS							
RANCHO SANTA FE ROAD AND OLIVENHAIN IMPROVEMENTS	5,985,905	-	-	-	-	-	-
RANCHO SANTA FE ROAD NORTH - PHASE I	26,406,243	-	-	-	-	-	-
RANCHO SANTA FE ROAD NORTH - PHASE II (BRIDGE)	20,671,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	53,063,148	-	-	-	-	-	-
ENDING FUND BALANCE*	N/A	13,089,481	13,089,481	13,089,481	13,089,481	13,089,481	19,354,992

*Note: The City is obligated by Fair Share Agreements to refund all surplus amounts in this fund after completion of all improvements.

On June 23, 2009, the City Council authorized that a partial repayment of surplus funds of \$10,165,549 be made from the ending fund balance noted above.

REDEVELOPMENT - VILLAGE

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	502,611	302,611	602,611	602,611	602,611	602,611
REVENUES							
TAX INCREMENT AND GENERAL FUND ADVANCE		100,000	300,000	-	-	-	850,000
TOTAL REVENUES	N/A	100,000	300,000	-	-	-	850,000
CAPITAL PROJECTS							
CARLSBAD BLVD. AT STATE ST - INTERSECTION ENHANCEMENT DESIGN	100,000	-	-	-	-	-	-
STREETSCAPE IMPROVEMENTS	100,000	300,000	-	-	-	-	-
VILLAGE PUBLIC PARKING ENHANCEMENT PROGRAM	-	-	-	-	-	-	850,000
TOTAL PROJECT EXPENDITURES	200,000	300,000	-	-	-	-	850,000
ENDING FUND BALANCE	N/A	302,611	602,611	602,611	602,611	602,611	602,611

REDEVELOPMENT - SCCRDA

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
REVENUES							
TAX INCREMENT AND GENERAL FUND ADVANCE		250,000	-	-	-	-	250,000
TOTAL REVENUES	N/A	250,000	-	-	-	-	250,000
CAPITAL PROJECTS							
CARLSBAD BLVD. REALIGNMENT STUDY, PHASE 2	-	250,000	-	-	-	-	-
SCCRDA TO GCC FOR CARLSBAD BLVD. REALIGNMENT STUDY	-	-	-	-	-	-	250,000
TOTAL PROJECT EXPENDITURES	-	250,000	-	-	-	-	250,000
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

SEWER BENEFIT AREA FEES (SBA)							
	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	578,605	668,667	765,905	1,039,874	1,684,504	2,187,054
REVENUES							
DEVELOPER FEES		90,062	97,238	273,969	644,630	502,550	5,753,737
TOTAL REVENUES	N/A	90,062	97,238	273,969	644,630	502,550	5,753,737
CAPITAL PROJECTS							
CARLSBAD TRUNK SEWER REACHES VCT1A, VCT1B, VCT1C (SBA "A")	-	-	-	-	-	-	120,600
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	120,600
ENDING FUND BALANCE	N/A	668,667	765,905	1,039,874	1,684,504	2,187,054	7,820,191

SEWER CONNECTION FEE FUND							
	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	8,090,102	6,188,816	4,822,424	4,489,474	4,040,461	3,489,431
REVENUES							
DEVELOPER FEES		183,531	183,248	304,874	504,456	377,389	7,741,100
OTHER AGENCY CONTRIBUTIONS (CITY OF VISTA)		30,290,830	-	2,408,645	-	-	-
TOTAL REVENUES	N/A	30,474,361	183,248	2,713,519	504,456	377,389	7,741,100
CAPITAL PROJECTS							
PHASE IV EXPANSION - DEBT SERVICE	937,170	933,007	931,419	932,469	931,469	928,419	928,191
PHASE V EXPANSION	10,603,878	-	-	-	-	-	-
SEWER MASTER PLAN/CONNECTION FEE UPDATE	100,000	-	-	-	-	-	-
SEWER MONITORING PROGRAM	88,000	22,000	22,000	22,000	22,000	-	176,000
VISTA/CARLSBAD INTERCEPTOR AGUA HEDIONDA LIFT STATION (VC12)	3,219,360	14,160,640	-	-	-	-	-
VISTA/CARLSBAD INTERCEPTOR BUENA VISTA LIFT STATION FORCE MAIN (VC-4)	3,350,000	2,875,000	-	-	-	-	-
VISTA/CARLSBAD INTERCEPTOR REACH VC11B	4,165,000	2,265,000	-	-	-	-	-
VISTA/CARLSBAD INTERCEPTOR REACH VC13 TO VC15	2,600,000	12,100,000	-	-	-	-	-
VISTA/CARLSBAD INTERCEPTOR REPLACEMENT REACH 3	-	-	596,220	2,092,000	-	-	-
TOTAL PROJECT EXPENDITURES	25,063,408	32,376,647	1,549,639	3,046,469	953,469	928,419	1,104,191
ENDING FUND BALANCE	N/A	6,188,816	4,822,424	4,489,474	4,040,461	3,489,431	10,126,340

(1) Equal to projected fund balance less any continuing appropriations.

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

SEWER REPLACEMENT FUND							
	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	17,357,395	15,971,508	14,446,305	14,650,318	15,760,995	13,938,505
REVENUES							
TRANSFER FROM OPERATING FUND		3,200,000	3,264,000	3,329,280	3,395,866	3,463,783	38,686,006
TOTAL REVENUES	N/A	3,200,000	3,264,000	3,329,280	3,395,866	3,463,783	38,686,006
CAPITAL PROJECTS							
AVENIDA ENCINAS GRAVITY SEWER	-	-	-	276,300	-	-	-
BEECH STREET SEWER REPLACEMENT	1,947,000	-	-	-	-	-	-
BUENA INTERCEPTOR SEWER IMPROVEMENTS	1,460,000	-	1,380,000	-	-	-	-
BUILDING IMPROVEMENTS	4,593,155	-	-	-	-	-	-
CALAVERA HILLS TREATMENT PLANT - DEMOLITION	23,500	-	-	830,500	-	-	-
CAPITAL ACQ/REPL/REHAB AND STAFFING	2,482,372	1,575,887	1,656,203	1,588,467	1,542,189	1,425,073	25,680,736
CARLSBAD TRUNK SEWER REACHES VCT1A, VCT1B, VCT1C (SBA "A")	-	-	-	-	-	-	427,635
CONDITION ASSESSMENT OF SEWER MAINS	313,000	-	-	-	313,000	-	-
FARADAY AVENUE - ORION TO MELROSE SEWER	110,200	-	-	-	-	-	-
HOME PLANT - PIPELINE REPLACEMENT	534,000	385,000	-	-	-	-	-
HOME PLANT LIFT STATION REPLACEMENT	1,812,000	100,000	800,000	-	-	-	-
LA COSTA MEADOWS SEWER EXTENSION	1,146,877	-	-	-	-	-	-
LA GOLONDRIA SEWER EXTENSION	1,108,543	-	-	-	-	-	-
NORTH AGUA HEDIONDA INTERCEPTOR - WEST SEGMENT	5,854,000	-	-	-	-	-	-
NORTH AGUA HEDIONDA TRUNK SEWER REACH NAHT1A (SBA "B")	767,000	2,095,000	-	-	-	-	-
NORTH BATIQUITOS INTERCEPTOR REHABILITATION	1,199,000	-	-	-	-	-	-
POINSETTIA SEWAGE LIFT STATION ODOR/NOISE ABATEMENT	669,500	-	-	-	-	-	-
PUBLIC WORKS CENTER	-	-	-	-	-	3,861,200	-
SEWER LIFT STATION REMOVALS - VARIOUS	89,000	-	-	-	-	-	5,442,000
SEWER LIFT STATION REPAIRS AND UPGRADES	660,380	100,000	100,000	100,000	100,000	-	300,000
SEWER LINE REFURBISHMENTS/REPLACEMENT AND MANHOLES	2,730,000	330,000	330,000	330,000	330,000	-	1,924,600
SEWER MASTER PLAN/CONNECTION FEE UPDATE	400,000	-	-	-	-	-	-
TERRAMAR LIFT STATION REPLACEMENT	25,000	-	523,000	-	-	-	-
TOTAL PROJECT EXPENDITURES	27,924,527	4,585,887	4,789,203	3,125,267	2,285,189	5,286,273	33,774,971
ENDING FUND BALANCE	N/A	15,971,508	14,446,305	14,650,318	15,760,995	13,938,505	18,849,539

STATE TRANSPORTATION							
	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	1,693,739	60,731	25,936	23,405	13,798	8,103
REVENUES							
PROPOSITION 1B FUNDS		981,929	1,075,950	1,097,469	1,130,393	1,164,305	13,747,874
PROPOSITION 42 FUNDS		-	1,506,511	-	-	-	-
TOTAL REVENUES	N/A	981,929	2,582,461	1,097,469	1,130,393	1,164,305	13,747,874
CAPITAL PROJECTS							
REPAIR RECOATING GUARDRAIL PAR BRIDGE AT CARLSBAD BLVD - PROP 42	944,000	-	-	-	-	-	-
PAVEMENT MANAGEMENT PROGRAM (PROP 1B Funds)	-	1,629,937	1,537,256	-	-	-	-
PAVEMENT MANAGEMENT PROGRAM (PROP 42 Funds)	800,000	985,000	1,080,000	1,100,000	1,140,000	1,170,000	13,755,000
TOTAL PROJECT EXPENDITURES	1,744,000	2,614,937	2,617,256	1,100,000	1,140,000	1,170,000	13,755,000
ENDING FUND BALANCE	N/A	60,731	25,936	23,405	13,798	8,103	977

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

TRAFFIC IMPACT FEES (TIF)							
	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	3,806,576	2,818,343	2,139,616	511,694	1,353,784	2,681,675
REVENUES							
DEVELOPER FEES		721,768	834,272	1,133,080	1,737,090	1,327,891	27,420,561
TOTAL REVENUES	N/A	721,768	834,272	1,133,080	1,737,090	1,327,891	27,420,561
CAPITAL PROJECTS							
AVENIDA ENCINAS WIDENING - SOUTH OF PALOMAR AIRPORT ROAD	225,000	-	421,000	2,365,000	30,000	-	2,361,000
CARLSBAD BOULEVARD / PALOMAR AIRPORT ROAD (20% FUNDING)	-	-	-	-	-	-	740,896
CARLSBAD BOULEVARD / PALOMAR AIRPORT ROAD (RTCIP / 20% FUNDING)	-	-	-	-	-	-	2,927,600
CARLSBAD BOULEVARD MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (20% FUNDING)	-	-	-	-	-	-	782,496
CARLSBAD BOULEVARD MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (RTCIP/20%)	-	-	-	-	-	-	1,012,960
CARLSBAD BOULEVARD WIDENING - CANNON TO MANZANO	-	-	-	-	-	-	5,574,400
CARLSBAD VILLAGE DRIVE - PONTIAC TO VICTORIA	-	-	-	-	-	-	2,466,880
EL CAMINO REAL / CANNON ROAD INTERSECTION IMPROVEMENTS	-	-	-	-	589,000	-	-
EL CAMINO REAL AND CARLSBAD VILLAGE DRIVE DUAL LEFT TURNS	-	-	-	-	-	-	699,600
EL CAMINO REAL LEFT TURN LANE TO WEST TAMARACK	-	-	286,000	-	-	-	-
EL CAMINO REAL RIGHT TURN LANE TO NORTH ALGA ROAD	-	-	-	-	-	-	348,400
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE	-	-	-	-	-	-	1,772,160
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE (RTCIP)	-	-	-	-	-	-	625,040
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	7,656,023	-	-	-	-	-	-
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT (RTCIP)	-	422,000	-	-	-	-	-
MELROSE DRIVE AND ALGA ROAD DUAL LEFT TURN LANES (RTCIP)	-	-	-	-	-	-	983,840
MELROSE DRIVE TURN LANE TO WEST PALOMAR AIRPORT ROAD	-	-	410,000	-	-	-	-
PALOMAR AIRPORT ROAD AND COLLEGE BOULEVARD-RIGHT TURN LANES	-	587,000	-	-	-	-	-
PALOMAR AIRPORT ROAD AND MELROSE DRIVE RIGHT TURN	88,500	-	-	-	-	-	-
PALOMAR AIRPORT ROAD TURN LANE TO NORTH EL FUERTE STREET	-	-	-	-	-	-	952,640
PALOMAR AIRPORT ROAD TURN LANE TO SOUTH EL CAMINO REAL	-	-	-	-	-	-	590,720
PALOMAR AIRPORT ROAD WIDENING AT PASEO DEL NORTE	1,676,019	-	-	-	-	-	-
POINSETTIA LANE WIDENING - PASEO DEL NORTE TO BATIQUITOS (RTCIP)	-	-	-	-	-	-	825,760
SIDEWALK/STREET CONSTRUCTION - VALLEY AND MAGNOLIA SIDEWALKS	630,000	305,000	-	-	-	-	-
SIDEWALK/STREET CONSTRUCTION - VARIOUS LOCATIONS	1,495,672	300,000	300,000	300,000	180,000	-	720,000
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	29,969	-	-	-	-	-	-
TRAFFIC MONITORING PROGRAM	374,900	96,000	96,000	96,000	96,000	-	960,000
TOTAL PROJECT EXPENDITURES	12,176,083	1,710,000	1,513,000	2,761,000	895,000	-	24,544,392
ENDING FUND BALANCE	N/A	2,818,343	2,139,616	511,694	1,353,784	2,681,675	5,557,843

(1) Equal to projected fund balance less any continuing appropriations.

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

TRANSNET - BICYCLE

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	24,896	24,896	24,896	24,896	24,896	24,896
REVENUES							
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
COASTAL RAIL TRAIL	221,800	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	221,800	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	24,896	24,896	24,896	24,896	24,896	24,896

TRANSNET - HIGHWAY

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	371,355	371,355	371,355	371,355	371,355	371,355
REVENUES							
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
CANNON ROAD REACH 4B	1,761,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	1,761,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	371,355	371,355	371,355	371,355	371,355	371,355

TRANSNET - LOCAL

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	1,347,565	21,391	1,832,391	14,391	214,281	901,555
REVENUES							
TRANSPORTATION TAXES		4,051,000	2,363,000	4,145,000	2,577,000	2,714,000	27,140,000
NON JURISDICTIONAL FEES		650,000	650,000	663,000	662,890	703,377	7,320,087
TOTAL REVENUES	N/A	4,701,000	3,013,000	4,808,000	3,259,890	3,417,377	34,460,087
CAPITAL PROJECTS							
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT (LOCAL MATCH)	3,147	154,586	-	-	-	-	-
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD (LOCAL MATCH)	-	44,160	-	-	-	-	-
CARLSBAD BOULEVARD RETROFIT OVER SDNR	1,734,000	-	-	-	-	-	-
EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	-	-	-	4,026,000	-	-	-
EL CAMINO REAL WIDENING - LISA STREET TO CRESTVIEW DR	-	-	1,202,000	-	-	-	-
EL CAMINO REAL WIDENING - NORTH OF COUGAR DRIVE	557,282	17,500	-	-	-	-	-
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	-	3,925,885	-	-	-	-	-
PAVEMENT MANAGEMENT PROGRAM	25,890,452	1,235,063	-	1,940,000	1,980,000	2,030,000	17,935,000
PAVEMENT MANAGEMENT PROGRAM (NON-JURIS FEES)	2,267,476	650,000	-	660,000	680,000	700,000	7,310,000
TRAF SIG - CAMINO DE LOS COCHES AND LA COSTA AVENUE	-	-	-	-	190,000	-	-
TRAF SIG - CANNON ROAD AND COLLEGE BOULEVARD	-	-	-	-	-	-	210,000
TRAF SIG - LA COSTA AVENUE AND LEVANTE	-	-	-	-	210,000	-	-
TRAF SIG - MELROSE DRIVE AND LA COSTA AVENUE	-	-	-	-	-	-	190,000
TRAF SIG - MONROE STREET AND HOSP WAY	-	-	-	-	-	-	210,000
TOTAL PROJECT EXPENDITURES	30,452,367	6,027,174	1,202,000	6,626,000	3,060,000	2,730,000	25,855,000
ENDING FUND BALANCE	N/A	21,391	1,832,391	14,391	214,281	901,555	9,506,745

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

TRANSNET - STP							
	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2012-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	345,552	552	552	552	552	552
REVENUES							
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	-	345,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	-	345,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	552	552	552	552	552	552

WATER - MAJOR FACILITY FEE FUND							
	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2013-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	16,386,613	15,344,142	15,713,396	1,270,686	2,643,605	3,555,095
REVENUES							
DEVELOPER FEES		413,529	423,354	819,914	1,372,919	996,490	19,257,183
TOTAL REVENUES	N/A	413,529	423,354	819,914	1,372,919	996,490	19,257,183
CAPITAL PROJECTS							
CALAVERA HILLS WATER BOOSTER STATION STANDBY GENERATOR	-	-	54,100	448,344	-	-	-
COLLEGE BOULEVARD - CANNON TO BADGER LANE	1,066,000	-	-	-	-	-	-
COLLEGE BOULEVARD (ECR TO CANNON ROAD) - Reimb	530,000	530,000	-	-	-	-	-
D RESERVOIR - PHASE I	-	-	-	-	-	-	5,668,504
EL FUERTE - NORTH OF LOKER - (Reimb)	250,000	-	-	-	-	-	-
FARADAY AVENUE - ORION TO MELROSE WATERLINE - (Reimb)	887,210	-	-	-	-	-	-
FARADAY AVENUE EXTENSION - Reimb	-	776,000	-	-	-	-	-
MAERKLE PUMP STATION IMPROVEMENTS	-	-	-	-	-	85,000	915,200
MAERKLE RESERVOIR STORAGE (TAP #2)	-	-	-	14,814,280	-	-	-
MARRON ROAD - PRESSURE REGULATING STATION TO OCEANSIDE	-	-	-	-	-	-	797,888
MASTER PLAN UPDATE	500,000	150,000	-	-	-	-	-
MELROSE DRIVE - PALOMAR AIRPORT ROAD TO FARADAY - (Reimb)	1,475,000	-	-	-	-	-	-
POINSETTIA LANE - EL CAMINO REAL TO SKIMMER CT (Reimb)	-	-	-	-	-	-	130,728
POINSETTIA LANE - SKIMMER CT TO CASSIA	-	-	-	-	-	-	398,944
POINSETTIA LANE EAST OF BLACK RAIL ROAD 12"	-	-	-	-	-	-	239,720
TOTAL PROJECT EXPENDITURES	4,708,210	1,456,000	54,100	15,282,624	-	85,000	9,148,984
ENDING FUND BALANCE	N/A	15,344,142	15,713,396	1,270,686	2,643,605	3,555,095	13,663,294

CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

WATER REPLACEMENT FUND

	PRIOR YEARS	YEAR 1 2009-2010	YEAR 2 2010-2011	YEAR 3 2011-2012	YEAR 4 2013-2013	YEAR 5 2013-2014	BUILDOUT 2014++
BEGINNING FUND BALANCE (1)	N/A	26,117,432	26,017,432	24,608,062	25,721,279	30,117,912	28,104,870
REVENUES							
TRANSFER FROM OPERATING FUND		4,693,000	5,030,849	5,117,806	5,206,365	5,296,558	59,155,746
TOTAL REVENUES	N/A	4,693,000	5,030,849	5,117,806	5,206,365	5,296,558	59,155,746
CAPITAL PROJECTS							
12" RECYCLED WATER TRANSMISSION MAIN-AVENIDA ENCINAS, CWRP TO CANNING	-	250,000	-	-	-	-	-
AVIARA PARKWAY AT PLUM TREE	-	-	-	494,728	-	-	-
BUENA VISTA PUMP STATION IMPROVEMENTS (STUDY)	100,000	-	100,000	-	-	-	-
CARLSBAD BOULEVARD - SOUTH OF AVENIDA ENCINAS	-	-	-	953,888	-	-	-
CARLSBAD WATER RECYCLING FACILITY SCADA MODIFICATIONS	210,000	-	-	-	-	-	-
CATHODIC PROTECTION PROGRAM	624,000	475,800	146,900	-	-	-	-
CHESTNUT AVENUE RECYCLED WATER LINE	-	-	-	716,600	-	-	-
CRESTVIEW DRIVE TRANSMISSION MAIN	-	-	-	33,800	128,232	-	-
D RESERVOIR - PHASE II	-	-	-	-	-	-	2,222,064
D RESERVOIR DRAINAGE IMPROVEMENTS (STUDY)	135,000	40,000	-	-	-	-	-
DESALINATION GROUNDWATER/SEAWATER STUDY	-	-	-	-	-	-	774,176
ECR/TAMARACK PUMP STATION REMOVAL	-	-	80,019	-	-	-	-
EL CAMINO REAL TRANSMISSION MAIN FROM FARADAY TO COUGAR DRIVE	1,530,896	-	-	-	-	-	-
EL FUERTE AND CORINTIA STREET	-	-	-	168,168	-	-	-
ELLERY WATER PUMP PROJECT	23,495	-	-	182,405	-	-	-
GROUNDWATER DEVELOPMENT - SAN LUIS REY RIVER (STUDY)	-	-	-	-	-	55,000	-
HYDROELECTRIC PRESSURE REDUCING STATION-MAERKLE RESERVOIR	-	1,250,000	-	-	-	-	-
I-5 RECYCLED WATER TRANSMISSION LINE	-	-	-	-	277,274	-	-
KELLY RANCH PRESSURE REDUCING STATION	-	-	355,000	-	-	-	-
LAKE CALAVERA RESERVOIR IMPROVEMENTS	6,646,908	150,000	-	-	-	-	-
MAERKLE FACILITY IMPROVEMENTS	1,870,200	265,000	-	-	-	-	-
MAERKLE PUMP STATION IMPROVEMENTS	44,322	-	-	-	-	85,000	869,105
MAERKLE RESERVOIR BRIDGE REPLACEMENT	328,750	-	-	-	-	-	-
MAERKLE TRANSMISSION MAIN	4,875,000	-	-	1,455,000	-	-	-
MISCELLANEOUS PIPELINE REPLACEMENT PROJECTS	1,000,000	433,000	443,700	-	-	-	-
MISCELLANEOUS WATER RESERVOIR FENCING	197,399	-	-	-	-	-	-
MISCELLANEOUS WATER VALVE REPAIRS/REPLACEMENTS	125,000	125,000	-	-	-	-	-
OCEANSIDE INTERTIE UPGRADE	-	-	114,600	-	-	-	-
POINSETTIA LANE - SKIMMER CT TO CASSIA	-	-	-	-	-	-	508,664
POINSETTIA LANE EAST OF BLACK RAIL ROAD 12"	-	-	-	-	-	-	239,616
PRESSURE REDUCING STATION REPLACEMENT	1,102,000	-	-	-	-	-	-
PUBLIC WORKS CENTER	-	-	-	-	-	7,169,600	-
PUMP STATION REMOVAL	442,700	-	-	-	-	-	-
RECYCLED WATER LINE - INNOVATION WAYAND GATEWAY	-	410,000	-	-	-	-	-
RECYCLED WATER LINE - IRRIGATION SERVICES	-	240,000	-	-	-	-	-
RECYCLED WATER MASTER PLAN UPDATE	250,000	245,000	-	-	-	-	-
RECYCLED WATER PROJECTS-I-5 CROSSING	-	134,200	-	-	-	-	-
RESERVOIR REPAIR /MAINTENANCE PROGRAM	-	125,000	-	-	-	-	-
TRI-AGENCIES WATER TRANSMISSION PIPELINE REPLACEMENT	605,000	650,000	5,200,000	-	-	-	-
WATER PIPELINE REPLACEMENT - CAMEO ROAD TO ECR	120,000	-	-	-	-	-	-
WATER SYSTEM INTERTIE CONNECTION	34,774	-	-	-	404,226	-	-
TOTAL PROJECT EXPENDITURES	20,265,444	4,793,000	6,440,219	4,004,589	809,732	7,309,600	4,613,625
ENDING FUND BALANCE	N/A	26,017,432	24,608,062	25,721,279	30,117,912	28,104,870	82,646,991

(1) Equal to projected fund balance less any continuing appropriations.

GLOSSARY OF CAPITAL PROJECT FUNDING SOURCES

Assessments Districts (ASMT DIST) - Capital projects financed by the issuance of Assessment District bonds. Projects include street construction and improvements to Alga Road, College Boulevard, and the proposed Poinsettia Lane East district.

Bridge and Thoroughfare Districts - Bridge and Thoroughfare District No. 3 developer fees to partially fund Cannon Road improvements. Bridge and Thoroughfare District No. 2 developer fees to partially fund the Poinsettia Lane and Aviara Parkway street construction project.

CFD #1 - The City of Carlsbad Community Facilities District No. 1 (Mello-Roos) funds civic projects, I-5 interchanges, and road segments.

CFD #3 - The newly established City of Carlsbad Community Facilities District No. 3 will fund improvements within the Faraday/Melrose area.

Federal Grants (FED GRNT) - Projects funded from Federal Grants include the Coastal Rail Trail and the Carlsbad Boulevard Encinas Creek Bridge Replacement.

Gas Tax - Gas Tax funding for street projects are received under the Streets & Highways Code of the State of California.

General Capital Const. (GCC) - General Capital Construction funds, created through fund transfers from the City's General Fund, are used to fund various municipal and other capital projects.

Golf Course - The Golf Course Enterprise fund is used to pay for construction of the City's Municipal Golf Course.

Infrastructure Replacement Fund - Annual transfers from the General fund pay for major maintenance and replacement of the City's infrastructure.

Other - Sources include revenues related to pending financing districts such as College-Cannon and Faraday-Melrose, or contributions from other agencies.

Park in Lieu (PIL) - Park in Lieu Fees are charged to developers for park acquisition and development. PIL fees are segregated by quadrant to fund park projects: PIL Area 1 NW, PIL Area 2 NE, PIL Area 3 SW, and PIL Area 4 SE.

Planned Local Drainage (PLD) - Drainage facilities necessitated by growth are paid from developer Planned Local Drainage Fees.

Public Facilities Fees (PFF) - Public Facilities Fees are charged to developers to fund civic facilities, park development, streets, traffic signals, and other facilities.

Sewer Benefit Area Fees (SEW BENEF) - Development fees collected for the construction and improvement of interceptor systems located within specific Benefit Areas.

Sewer Connection (SEWER CONN) - Development fees include Sewer Connection charges for expansion of sewer lines and facilities.

Sewer Replacement (SEWER REPL) - Sewer Replacement is part of sewer user fees and pays for repair and replacement of the City's existing sewer system.

State Grants (ST GRANT) - State Grants include funding for the Coastal Rail Trail and Traffic Congestion Relief Funds.

Tax Increment Bond (REDVL VILLAGE) - Property taxes generated by increases in assessed values in the Redevelopment project area. Funds are used to repay Tax Increment Bonds and finance land acquisition and project construction in the downtown Village district.

Tax Increment (REDVL SCCRDA) – Property taxes generated by increases in assessed values in the South Carlsbad Coastal Redevelopment project area. Funds are used to pay for project construction and land acquisition in the south Carlsbad district.

TDA - City street and bicycle projects receive funding from Transportation Development Act sales tax receipts.

Traffic Impact Fees (TIF) - Developer Traffic Impact Fees are used for various street construction and improvement projects.

TransNet (TRNSNT/BIKE, /HWY, /LOCAL, /STP) - Receipts of County Sales Taxes allocated by the San Diego Regional Transportation Commission finance various bicycle, freeway interchange, and local road improvement projects.

Water Connection (WATER CONN) - Development fees include Major Facility Fees used to fund expansion of water lines and various water projects.

Water Replacement (WATER REPL) - Water Replacement funds are included in water utility rates and pay for the repair and replacement of existing water lines and facilities.

Water Recycled (RECL WATER) – Revenues used to fund Recycled Water projects, including Federal and State grants and loans for construction of the Phase II facility, pipelines, flow equalization, and reservoir improvements.

Zone 5, 13, 16 Park Fee (ZONE 5) - Fees paid by development in Local Facilities Management Zones 5, 13, and 16 to fund the proposed Business Park Recreational Facility in the City's industrial corridor.



APPENDICES

**CITY OF CARLSBAD
PLANNED MAJOR CAPITAL OUTLAY ITEMS 2009-10**

Org Key	Department	Item Description	Qty	One-Time Cost
OTHER FUNDS				
1381010	LOCAL CABLE INFRASTRUCTURE	Replacement Field Camera	1	\$ 21,750
		Camera for City Council Chambers	1	\$ 25,013
		LOCAL CABLE INFRASTRUCTURE SUBTOTAL		\$ 46,763
5016310	WATER OPERATIONS	SCADA Server	1	\$ 12,235
		WATER OPERATIONS SUBTOTAL		\$ 12,235
5116310	WASTE WATER OPERATIONS	SCADA Server	1	\$ 12,235
		WASTE WATER OPERATIONS SUBTOTAL		\$ 12,235
6401710	INFORMATION TECHNOLOGY	Data Warehouse Production Server	1	\$ 17,918
		Virtual Desktop Infrastructure	3	\$ 228,375
		StorServer - Safety	1	\$ 76,126
		Bluecoat Proxy Server Replacements	1	\$ 43,500
		Bluecoat Proxy Replacement - Safety	1	\$ 40,298
		Expansion Storage for Backup	1	\$ 43,500
		Fiber Switch Expansion	1	\$ 32,625
		Switch Replacements - CAD Network	1	\$ 65,250
		AV Proxy - Faraday	1	\$ 21,750
		Server Replacements	1	\$ 52,200
		INFORMATION TECHNOLOGY SUBTOTAL		\$ 621,541
6215061	VEHICLE REPLACEMENT	3/4 Ton Flatbed	1	\$ 32,000
		1 Ton Crane Truck	1	\$ 45,000
		1 Ton Flatbed Truck	1	\$ 32,000
		1/2 Ton Pickup	1	\$ 21,000
		Backhoe, Case	1	\$ 93,000
		Backhoe, Case 4X4	1	\$ 93,000
		Diesel Engine Retrofits to meet State of CA Air Resources Board Mandates	10	\$ 155,000
		Fire Truck	1	\$ 420,000
		Full Size Van	1	\$ 24,000
		Hybrid Sedan	1	\$ 25,000
		Mower, Riding, Large	1	\$ 55,000
		Mower, Riding, Small	1	\$ 25,000
		Paver, Leeboy	1	\$ 50,000
		Pickup Truck	1	\$ 19,000
		Sedan, Hybrid	1	\$ 23,000
		Sedan, Int Police	1	\$ 23,000
		Sedan, Int Police	1	\$ 23,000
		Sedan, Intl	1	\$ 24,000
		Sedan, Police	6	\$ 216,000
		SUV, Full Size 4X4	1	\$ 38,000
		SUV, Intermediate 2WD	1	\$ 20,000
		Sweeper, Riding, Grounds	1	\$ 21,000
		Sweeper, Riding, Pavement	1	\$ 35,000
		Water Trailer	1	\$ 12,000
		VEHICLE REPLACEMENT SUBTOTAL		\$ 1,524,000
GRAND TOTAL MAJOR CAPITAL OUTLAY				\$ 2,216,774

*Major Capital Outlay only includes items of \$10,000 or greater.

**CITY OF CARLSBAD
OUT-OF-STATE TRAVEL BUDGET 2009-10**

GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2009-10 BUDGET
0010110	CITY COUNCIL	TLG Annual Conference 2010 (May 2010)	2	Nevada	\$1,950
		Legislative Meetings (March 2010)	1	Washington, DC	\$1,950
		CITY COUNCIL TOTAL			\$3,900
0010210	CITY CLERK	International Institute of Municipal Clerks Annual Conference	1	Reno, Nevada	\$2,500
		CITY CLERK TOTAL			\$2,500
0010310	TREASURY	Government Investment Officers Association	1	Las Vegas	\$1,450
		Transforming Local Government	1	TBD	\$2,045
		TREASURY TOTAL			\$3,495
0011010	CITY MANAGER	Legislative Meetings in Washington DC	1	Washington, DC	\$1,050
		ICMA Annual Conference (Sept 2009)	1	Montreal, Canada	\$1,625
		TLG Annual Conference 2010 (May 2010)	1	Nevada	\$1,750
		Miscellaneous Training CM Staff	TBD	TBD	\$6,000
		CITY MANAGER TOTAL			\$10,425
0011013	COMMUNICATIONS	Points of Light Conference	1	TBD	\$2,500
		COMMUNICATIONS TOTAL			\$2,500
0011015	COMMUNICATIONS-VIDEO PRODUCTION	NATOA (National Assoc. of Telecomm. Officers and Avsrs.)	1	New Orleans	\$2,500
		COMMUNICATIONS -VIDEO PRODUCTION TOTAL			\$2,500
0011110	ADMINISTRATIVE SERVICES	Alliance for Innovation-Transforming Local Government	1	Midwest or Western U.S.	\$1,500
		ADMINISTRATIVE SERVICES TOTAL			\$1,500
0011210	CITY ATTORNEY	IMLA Annual Conference	1	Miami, Florida	\$1,800
		IMLA Mid Year Conference	1	Washington, DC	\$1,800
		CITY ATTORNEY TOTAL			\$3,600
0011310	FINANCE	CSMFO Annual Conference	1	Seattle, Washington	\$2,100
		FINANCE TOTAL			\$2,100
0011610	RECORDS MANAGEMENT	ARMA	1	Orlando, FL	\$3,500
		AIIM	1	Philadelphia, PA	\$3,000
		RECORDS MANAGEMENT TOTAL			\$6,500
0012130	POLICE - INVESTIGATIONS	Interstate travel for suspect and/or witness interviews	TBD	TBD	\$1,000
		POLICE INVESTIGATIONS TOTAL			\$1,000
0012131	POLICE - VICE NARCOTICS	Interstate travel for suspect and/or witness interviews	TBD	TBD	\$400
		POLICE - VICE NARCOTICS TOTAL			\$400
0012225	FIRE PREVENTION	National Fire Academy	4	Emmitsburg, MA	\$0
		FIRE PREVENTION TOTAL			\$0
0014070	LIBRARY	PLA	2	Portland, OR	\$3,480
		SIRSI Superconference	1	Dallas, TX	\$2,000
		LIBRARY TOTAL			\$5,480
0014510	PARKS & RECREATION	National Parks & Recreation Association Conference	1	Salt Lake City, UT	\$2,000
		NRPA Legislative Forum	1	Washington, DC	\$1,500
		American Society of Landscape Architects Conference	1	Chicago, IL	\$2,000
		National Trust for Historic Preservation	1	Nashville, TN	\$2,000
		PARKS & RECREATION TOTAL			\$7,500
0015713	ENGINEERING-BEACH PRESERVATION	ASBPA Annual Conference	1	St. Petersburg, FL	\$2,500
		ENGINEERING - BEACH PRESERVATION TOTAL			\$2,500
0016010	PUBLIC WORKS ADMINISTRATION	American Public Works Association (APWA) Congress	1	Columbus, OH	\$2,500
		PUBLIC WORKS ADMINISTRATION TOTAL			\$2,500
		GENERAL FUND SUBTOTAL			\$58,400

CITY OF CARLSBAD
OUT-OF-STATE TRAVEL BUDGET 2009-10

NON-GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2009-10 BUDGET
1903401	HOUSING AND REDEVELOPMENT	Visual Homes Software User Group Conference	2	Washington, DC	\$5,000
		HOUSING AND REDEVELOPMENT TOTAL			\$5,000
5016310	WATER OPERATIONS	WEF Tech	1	Orlando, FL	\$2,000
		Tri State Seminar	2	Primm, NV	\$810
		WATER OPERATIONS TOTAL			\$2,810
5026310	RECYCLED WATER OPERATIONS	Tri State Seminar	2	Primm, NV	\$1,200
		RECYCLED WATER OPERATIONS TOTAL			\$1,200
5116310	WASTEWATER OPERATIONS	Tri State Seminar	2	Primm, NV	\$1,250
		WASTEWATER OPERATIONS TOTAL			\$1,250
5216310	STORM DRAIN MAINTENANCE	Tri State Seminar	2	Primm, NV	\$1,250
		STORM DRAIN MAINTENANCE TOTAL			\$1,250
6401710	INFORMATION TECHNOLOGY	Gartner Group Symposium	1	Las Vegas	\$2,000
		Harris Utility Billing Annual Conference	1	Nashville, TN	\$3,000
		Hansen Annual User Conference	1	Las Vegas	\$2,400
		INFORMATION TECHNOLOGY TOTAL			\$7,400
		NON GENERAL FUND SUBTOTAL			\$18,910
GRAND TOTAL OUT OF STATE TRAVEL					\$77,310

MISCELLANEOUS STATISTICAL INFORMATION 2009-10



Date of Incorporation	July 16, 1952
Type of City	Charter
Form of Government	Council/Manager
Area	42.19 sq. miles
Population	104,652
Net Assessed Valuation	\$23,517,153,047

Streets:

Number of Street Lights	7,687
Miles of Streets	340.01

Fire Protection:

Number of Stations	6
Number of Firefighters & Officers	84

Police Protection:

Number of Stations	1
Number of Sworn Police Officers	115

Water System:

Number of Customers	86,140
Number of Water Connections	28,100
Average Daily Consumption (in Millions of Gallons)	17.7
Miles of Lines and Mains	447

Sewer System:

Number of Customers	69,100
Number of Sewer Connections	22,449
Average Daily Flows (in Millions of Gallons)	7.09
Miles of Sewers	282

Recreation and Culture:

Number of Parks	31
Acres of Parks (Including Open Space)	973
Number of Pools	1
Number of Libraries	3
Number of Materials in Library Collections	642,118

Total Number of Authorized Full-Time City Employees	712.75
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Source: City of Carlsbad, Finance Department

ACCOUNTING SYSTEMS AND BUDGETARY CONTROL

The City's accounting system is designed around a few basic principles.

1. The City is not one single entity. It is the total of many entities, each with its separate function and legal restrictions on the use of resources. In the private sector, a corporation may have many "subsidiaries" which make up the parent corporation; in the public sector, a city government may have a variety of "funds" that provide the basis for separately recording the financial data related to a specific entity. A fund is an accounting entity with a complete set of self-balancing accounting records. Each fund has been established because of some restriction on the use of resources received by that fund. This report includes the transactions of all entities over which the City Council of the City of Carlsbad have authority (as defined by the Governmental Accounting Standards Board).
2. The City's accounting system operates on a modified accrual basis for all governmental type funds. Governmental funds include the General, Special Revenue, Debt Service, and Capital Projects funds. A modified accrual system is one where (a) revenues are recognized when they are both measurable and collectable within the accounting period, or soon enough after the end of the period to pay liabilities of the period; and (b) expenditures, other than principal and interest on long-term debt, are recorded when liabilities are incurred.
3. The proprietary fund types (the Enterprise funds and the Internal Service funds) use the accrual method of accounting. Revenues are recognized in the period earned and expenses are recognized in the period incurred.
4. Internal controls exist with the accounting system to ensure safety of assets from misappropriation, unauthorized use or disposition, and to maintain the accuracy of financial record keeping. These internal controls must be established consistent with the sound management practices based on the cost/benefit of the controls imposed. The cost of a control should not be excessive in relation to its benefit as viewed by City management. The internal controls in existence within the City's system are sufficient to ensure, in all material aspects, both the safety of the City's assets and the accuracy of the financial record keeping system.
5. Budgetary control is maintained through monthly reports on all revenue and expenditure accounts as well as special reports summarizing the financial position of the City. The City Council has authority to control the budget through adoption of a formal budget at the beginning of each year and by amending the budget as necessary throughout the year. Expenditures should not exceed budgeted figures. All appropriations expire at year-end unless specifically carried into the new fiscal year by Council actions. The Carlsbad Municipal Code requires that the Financial Management Director prepare annually the budget for the City Manager showing estimated revenues and expenditures.
6. Controls on the use and transfers of budget funds are outlined in the adopted budget resolution in the appendix of this document.

RESOLUTION NO. 2009-143**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING THE FINAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2009-10 FOR THE CITY OF CARLSBAD AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR THE VARIOUS FUNDS.**

WHEREAS, the City Council of the City of Carlsbad, California has reviewed the proposed final Operating Budget and Capital Improvement Program for FY 2009-10 and has held such public hearings as are necessary prior to adoption of the final budgets.

WHEREAS, the Planning Commission made a finding of General Plan Consistency for all projects receiving an allocation of funds for FY 2009-10 on April 15, 2009 pursuant to Planning Commission Resolution No. 6302.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the office of the City Clerk of the City of Carlsbad entitled, "City of Carlsbad, FY 2009-10 Preliminary Operating Budget and FY 2009-10 to Buildout Capital Improvement Program – Preliminary" as amended in accordance with Exhibits 3-A through 3-C attached hereto and incorporated by reference herein, is hereby adopted as the Operating and Capital Improvement Budgets for the City of Carlsbad for the fiscal year.
3. That the amounts reflected as estimated revenues for FY 2009-10 as shown in Exhibits 3-A and 3-B are hereby adopted as the budgeted revenues for 2009-10.

1 4. That the amounts designated as the 2009-10 Budget request in Exhibits 3-
2 A and 3-B are hereby appropriated to the department or fund for which they are
3 designated and such appropriation shall not be increased except as provided herein.

4 5. That total appropriations for each fund may only be increased or
5 decreased by the City Council by passage of a resolution amending the budget except
6 as provided herein.

7 6. That the following controls are hereby placed on the use and transfers of
8 budget funds:

9 A. No expenditure of funds shall be authorized unless sufficient funds
10 have been appropriated by the City Council or City Manager as described below.

11 i. The City Manager may authorize all transfers of funds from
12 account to account within any department.

13 ii. The City Manager may authorize transfers of funds between
14 departments within the same fund in an amount up to \$100,000 per transfer.

15 iii. The City Manager may delegate any of the authority given to
16 him/her under this resolution.

17 iv. The City Manager may authorize budget adjustments involving
18 offsetting revenues and expenditures; the City Manager may authorize increases
19 in an appropriation for a specific purpose where the appropriation is offset by
20 unbudgeted revenue, which is designated for said specific purpose.

21 v. The City Manager may authorize the transfer of appropriations
22 between accounts and/or capital projects up to \$1,000,000 for the costs
23 associated with the Encina Wastewater Facility (Encina) as authorized by the
24 Encina Wastewater Authority's staff and/or Board. Any increase to the total
25 appropriations for Encina's operating budget and capital program must be
26 approved by the City Council.
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1 vi. The City Manager may authorize budget adjustments to increase
2 the appropriations for Workers Compensation, Risk, Self Insured Benefits and
3 Liability Funds operating budgets in an amount equal to the increases in costs of
4 claims expenses.

5 vii. The City Council must authorize all transfers of funds from the
6 Council's Contingency Account.

7 B. The City Manager may authorize emergency out of state travel for
8 public safety or emergency services purposes.

9 C. The City Council must authorize any increase in the number of
10 authorized permanent personnel positions above the level identified in
11 Exhibit 3-C.

12 D. The City Manager may authorize the hiring of temporary or part time
13 staff as necessary, within the limits imposed by the controls listed above.

14 7. That the legal level of budgetary control is the fund level. Budgets may
15 not legally be exceeded at the fund level without appropriate authorization by the City
16 Council.

17 8. That interest earned on grants may be appropriated during the year for the
18 purpose for which the grant was received.

19 9. The City Manager or his/her designee is authorized to set recreation
20 program and class fees that are included in the Community Services Guide. The fee
21 shall not exceed the fully burdened (direct and indirect) costs of providing the program
22 or class but shall be no less than the lowest fee charged for like kind programs or
23 classes in the North County cities of Oceanside, Vista, San Marcos, Escondido, or
24 Encinitas. There are no fees in the Master Fee Schedule that will be changed as a
25 result of this authority.

26 10. The City Manager may authorize budget adjustments to increase the
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1 appropriations in the Public Facilities Fee Fund in an amount equal to the utility
2 expenses for the City of Carlsbad's Las Palmas facility, while the building remains
3 vacant.

4 11. That all appropriations in the Operating Budget and in Capital
5 Improvement Program remaining unexpended at June 30, 2009, are hereby
6 appropriated to FY 2009-10.

7 12. That all appropriations for outstanding encumbrances as of June 30,
8 2009, are hereby continued into FY 2009-10 for such contracts or obligations.

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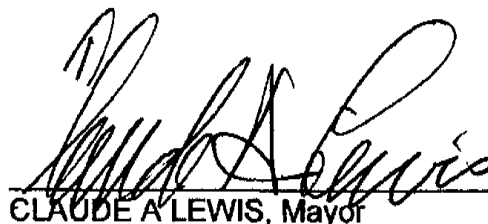
28

1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the
2 Carlsbad City Council, Carlsbad Municipal Water District Board of Directors and
3 Carlsbad Housing and Redevelopment Commission held on the 16th day of June, 2009,
4 by the following vote to wit:

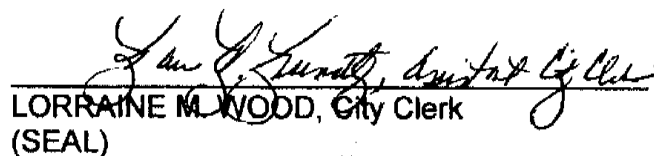
5
6 AYES: Council Members Lewis, Kulchin, Hall, Packard and Blackburn.

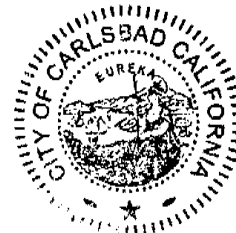
7 NOES: None.

8 ABSENT: None.
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11 
12 CLAUDE A LEWIS, Mayor

13 ATTEST:

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15 
16 LORRAINE M. WOOD, City Clerk
17 (SEAL)



RESOLUTION NO. 1358**A RESOLUTION OF THE BOARD OF DIRECTORS OF
CARLSBAD MUNICIPAL WATER DISTRICT (CMWD),
ADOPTING THE WATER DISTRICT FINAL OPERATING
BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR
2009-10.**

WHEREAS, the Board of Directors of the Carlsbad Municipal Water District, California, has held such public hearings as are necessary prior to the adoption of the 2009-10 Operating and Capital Improvement Budgets.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Carlsbad Municipal Water District as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the office of the Secretary entitled "City of Carlsbad, 2009-10 Operating Budget and 2009-10 to Buildout Capital Improvement Program – Preliminary," as amended in accordance with Exhibit 4-A attached hereto and incorporated by reference herein, is hereby adopted as the Operating and Capital Improvement Budgets for the Carlsbad Municipal Water District for the Fiscal Year 2009-10.
3. That the amounts reflected as estimated revenues for Fiscal Year 2009-10 are hereby adopted as the budgeted revenues for 2009-10.
4. That the amount designated as 2009-10 Budget in Exhibit 4-B is hereby appropriated to the fund for which it is designated and such appropriation shall not be increased except as provided herein.
5. That total appropriations may only be increased or decreased by the Board of Directors by passage of a resolution amending the budget except as provided herein.
6. That the following controls are hereby placed on the use and transfers of budget funds:

1 A. No expenditure of funds shall be authorized unless sufficient funds have
2 been appropriated by the Water Board or Executive Manager as described below.

3 i. The Executive Manager may authorize all transfers of funds from
4 account to account within the same fund in an amount up to \$100,000 per transfer.

5 ii. The Executive Manager may delegate the authority to make budget
6 transfers.

7 iii. The Executive Manager may authorize budget adjustments
8 involving offsetting revenues and expenditures; the Executive Manager may authorize
9 increases in an appropriation for a specific purpose where the appropriation is offset by
10 unbudgeted revenue which is designated for said specific purpose.

11 iv. The Executive Manager may authorize increases in purchased
12 water appropriations in an amount equal to the same percent that water sales exceed
13 the amount of the original revenue estimate.

14 B. The Board of Directors must authorize any increase in the number of
15 authorized permanent personnel positions above the level identified in the final Budget.
16 The Executive Manager may authorize the hiring of temporary or part time staff as
17 necessary, within the limits imposed by the controls listed above.

18 7. That all appropriations and outstanding encumbrances as of June 30, 2009
19 are hereby continued into 2009-10 for such contracts and obligations.

20 8. All appropriations for Capital Improvement Projects remaining unexpended
21 at June 30, 2009, are hereby appropriated for such capital projects for the 2009-10
22 fiscal year.

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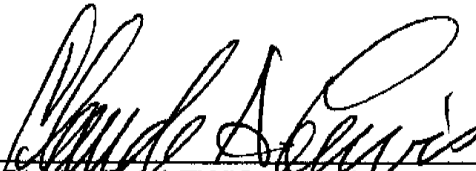
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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the
2 Carlsbad Municipal Water District Board of Directors, Carlsbad City Council and
3 Carlsbad Housing and Redevelopment Commission held on the 16th day of June, 2009,
4 by the following vote to wit:

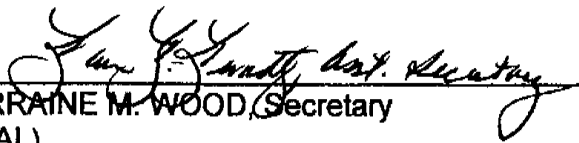
5
6 AYES: Board Members Lewis, Kulchin, Hall, Packard and Blackburn.

7 NOES: None.

8 ABSENT: None.
9

10
11 
12 CLAUDE A LEWIS, President

13 ATTEST:

14
15 
16 LORRAINE M. WOOD, Secretary
17 (SEAL)



RESOLUTION NO. 468**A RESOLUTION OF THE HOUSING AND REDEVELOPMENT COMMISSION OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING THE OPERATING BUDGET OF THE REDEVELOPMENT AGENCY AND HOUSING AUTHORITY FOR FISCAL YEAR 2009-10.**

WHEREAS, the Housing and Redevelopment Commission of the City of Carlsbad, California (the Commission), has reviewed the operating budget for the Redevelopment Agency for Fiscal Year 2009-10; and

WHEREAS, the Commission has reviewed the operating budget for the Housing Authority Section 8 Programs, for Fiscal Year 2009-10; and

WHEREAS, public hearings have been held as necessary prior to the adoption of the final operating budgets.

NOW, THEREFORE, BE IT RESOLVED by the Housing and Redevelopment Commission of the City of Carlsbad, California as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the office of the City Clerk entitled "City of Carlsbad, 2009-10 Operating Budget and 2009-10 to Buildout Capital Improvement Program – Preliminary," as amended in accordance with Exhibit 5-A attached hereto and incorporated by reference herein, is hereby adopted as the Operating Budgets for the Carlsbad Redevelopment Agency and Housing Authority Section 8 Programs for the Fiscal Year 2009-10.
3. That the amounts reflected as estimated revenues for Fiscal Year 2009-10 are hereby adopted as the budgeted revenues for 2009-10.

1 4. That the amount designated as 2009-10 Budget in Exhibit 5-A is hereby
2 appropriated to the fund for which it is designated, and such appropriation shall not be
3 increased except as provided herein.

4 5. That the following controls are hereby placed on the use and transfers of
5 budget funds:

6 A. No expenditure of funds shall be authorized unless sufficient funds
7 have been appropriated by the Commission or Executive Director as described below.

8 i. The Executive Director may authorize all transfers of funds
9 from account to account within the same fund in an amount up to \$100,000 per transfer.

10 ii. The Executive Director may delegate the authority to make
11 budget transfers and adjustments.

12 iii. The Executive Director may authorize budget adjustments
13 involving offsetting revenues and expenditures; the Executive Director is authorized to
14 increase an appropriation for a specific purpose where said appropriation is offset by
15 unbudgeted revenue which is designated for said specific purpose.

16 B. The Commission must authorize any increase in the number of
17 authorized permanent personnel positions above the level identified in the final Budget.
18 The Executive Director may authorize the hiring of temporary or part time staff as
19 necessary, within the limits imposed by the controls listed above.

20 6. That all appropriations and outstanding encumbrances as of June 30,
21 2009, are hereby continued into 2009-10 for such contracts and obligations.

22 ///

23 ///

24 ///

1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the
2 Carlsbad Housing and Redevelopment Commission, Carlsbad City Council and
3 Carlsbad Municipal Water District Board of Directors held on the 16th day of June,
4 2009, by the following vote to wit:

5
6 AYES: Commission Members Lewis, Kulchin, Hall, Packard and Blackburn.

7 NOES: None.

8 ABSENT: None.
9

10
11 
12 CLAUDE A LEWIS, Chairman

13 ATTEST:

14
15 
16 LISA HILDABRAND, Secretary
17 (SEAL)



RESOLUTION NO. 2009-144**A RESOLUTION OF THE CITY COUNCIL OF THE
CITY OF CARLSBAD, CALIFORNIA,
ESTABLISHING THE 2009-10 APPROPRIATION
LIMIT AS REQUIRED BY ARTICLE XIII B OF THE
CALIFORNIA STATE CONSTITUTION AND STATE
LAW**

WHEREAS, Article XIII B of the California State Constitution requires that governments annually establish a limit on the appropriation of proceeds of taxes; and

WHEREAS, State law requires that this limit be presented to the governing body of each entity each fiscal year; and

WHEREAS, State law also requires that this limit be published in a newspaper of general circulation to allow public response to the limit as adopted.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.

2. That the City Council of the City of Carlsbad, California, does hereby establish and adopt the 2009-10 appropriation limit of one hundred and ninety four million, one hundred and eighty five thousand, one hundred and six dollars (\$194,185,106) as computed in Exhibit 6-A attached hereto.

3. That the City Clerk is directed to publish this Resolution in a newspaper of general circulation.

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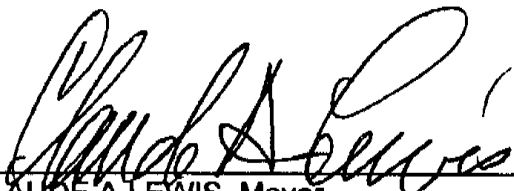
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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the
2 Carlsbad City Council, Carlsbad Municipal Water District Board of Directors and
3 Carlsbad Housing and Redevelopment Commission held on the 16th day of June, 2009,
4 by the following vote to wit:

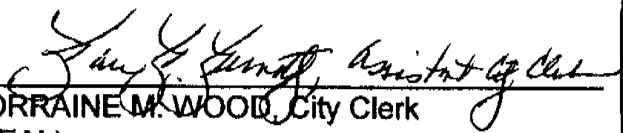
5
6 AYES: Council Members Lewis, Kulchin, Hall, Packard and Blackburn.

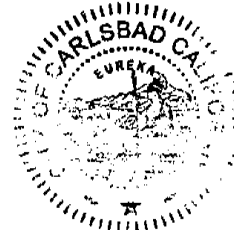
7 NOES: None.

8 ABSENT: None.
9

10
11 
12 CLAUDE A LEWIS, Mayor

13 ATTEST:

14
15 
16 LORRAINE M. WOOD, City Clerk
17 (SEAL)



**CITY OF CARLSBAD
GANN APPROPRIATIONS LIMIT**

The Appropriations Limitation imposed by Proposition 4 and modified by Proposition 111 creates a restriction on the amount of revenue which can be appropriated in any fiscal year. The revenues which are subject to the Limitation are those considered "proceeds of taxes." The basis for calculating the Limit began in fiscal year 1978-79 and is increased based on population growth and inflation.

The major change made by Proposition 111 allows the City to annually choose among the following options for calculating its Gann Limit:

- Population growth of Carlsbad, **OR**
- Population growth within San Diego County, **AND**
- Growth in California per capita income, **OR**
- Growth in non-residential assessed valuation due to new construction in the City.

The factors used to calculate the 2009-10 Limit were:

- Population growth in Carlsbad, **AND**
- Growth in California per capita income

The formula is outlined below:

2008-09 Expenditure Limit	<u>\$190,695,381</u>
% Carlsbad Population Growth	1.0120
Growth in California per capita income	X <u>1.0062</u>
Net Increase Factor	1.0183
2009-10 Limit (2008-09 Limit X Factor)	<u>\$194,185,106</u>
Current Appropriation of Proceeds of Taxes (Subject to the Limit)	\$94,670,360

The spending limit for the City of Carlsbad for 2009-10 is \$194.2 million, with appropriations of "proceeds of taxes" of \$94.7 million. The result of the calculation provides the City with an operating margin of \$99.5 million.

RESOLUTION NO. 2009-145

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF CARLSBAD, CALIFORNIA, ADOPTING CHANGES TO
THE MASTER FEE SCHEDULE.**

WHEREAS, the City Council of the City of Carlsbad has the authority to establish fees for City services; and

WHEREAS, from time-to-time said fees are reviewed and evaluated to maintain an adequate fee structure recovering costs for City services; and

WHEREAS, the City Council has determined the cost of providing general and development-related services; and

WHEREAS, the City Council believes it is necessary for the City Manager to have the authority to adjust the recreation program and classes fees from time to time to remain competitive and within the market pricing for like programs and classes; and

WHEREAS, the City Council finds it necessary to recover the costs for City services; and

WHEREAS, the City Council has held the necessary public hearing and allowed for public comment on the establishment of said fees.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the changes to the Master Fee Schedule for the fees shown in Exhibit 7-A attached hereto, and as amended by determinations of the City Council at its meeting of Tuesday, June 16, 2009 as set forth in the minutes of that meeting, are hereby adopted.

- 1 3. That all other general City fees and development-related fees as shown in
2 Resolution 2008-192, except as specifically amended, shall remain in full
3 force and effect.
- 4 4. The City Council hereby authorizes the City Manager or his/her designee
5 to set recreation program and class fees that are included in the Community
6 Services Guide. The fee shall not exceed the fully burdened (direct and
7 indirect) costs of providing the program or class but shall be no less than the
8 lowest fee charged for like kind programs or classes in the North County cities
9 of Oceanside, Vista, San Marcos, Escondido, or Encinitas. There are no fees
10 in the Master Fee Schedule that will be changed as a result of this authority.
- 11 5. This resolution shall become effective on August 1, 2009 for General City
12 fees, August 1, 2009 for Water/Sewer fees pending the successful outcome
13 of the June 23, 2009 public hearing, and September 1, 2009 for the
14 Development-related service fees and Development-impact fees.

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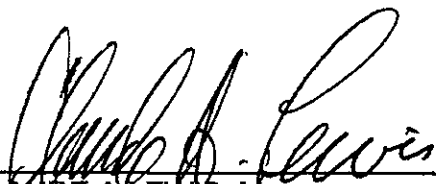
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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the
2 Carlsbad City Council, Carlsbad Municipal Water District Board of Directors and
3 Carlsbad Housing and Redevelopment Commission held on the 16th day of June, 2009,
4 by the following vote to wit:


5
6 AYES: Council Members Lewis, Kulchin, Hall, Packard and Blackburn.

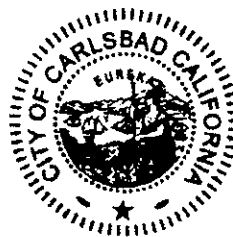
7 NOES: None.

8 ABSENT: None.
9

10
11 
12 CLAUDE A. LEWIS, Mayor

13 ATTEST:

14
15 
16 LORRAINE M. WOOD, City Clerk
17 (SEAL)



RESOLUTION NO. 2009-146**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF CARLSBAD, CALIFORNIA, APPROVING THE FY
2009-10 OPERATING AND CAPITAL BUDGETS OF THE
ENCINA WASTEWATER AUTHORITY**

WHEREAS, the City of Carlsbad is a member agency to the Encina Joint Powers Agreement entered into on July 13, 1961, for the acquisition, construction, ownership, operation and maintenance of the Encina Joint Sewer System; and

WHEREAS, the Encina Agreement requires approval for the budget of the Encina Wastewater Authority (EWA) by the Member Agencies following the recommendation of the Joint Advisory Committee (JAC); and

WHEREAS, the City Council of the City of Carlsbad desires to approve said budget and provide for the payment of its share such expenses in accordance with the allocation provided in the Basic Agreement; and

WHEREAS, there are projected to be sufficient funds in the Sanitation fund for the payments as they become due.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the City of Carlsbad's share of the Fiscal Year 2009-10 Operating Budget of the EWA as approved by JAC on April 22, 2009, in the amount of \$3,012,448 for Wastewater Plant Operations and \$827,126 for the Carlsbad Water Recycling Facility Operations, and the Capital Budget of \$1,575,887 is hereby approved.

1 3. That the City Manager is hereby authorized to make payment on behalf of
2 the City of Carlsbad to EWA in accordance with the budget as approved by JAC
3 pursuant to the Encina Basic Agreement.

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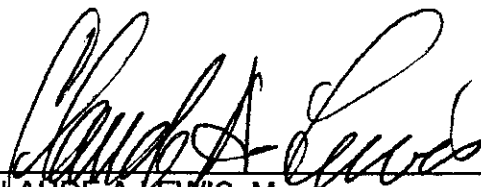
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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the
2 Carlsbad City Council, Carlsbad Municipal Water District Board of Directors and
3 Carlsbad Housing and Redevelopment Commission held on the 16th day of June, 2009,
4 by the following vote to wit:

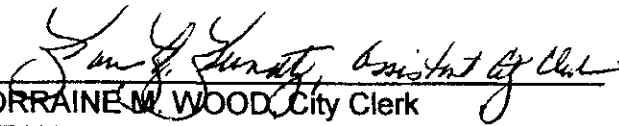
5
6 AYES: Council Members Lewis, Kulchin, Hall, Packard and Blackburn.

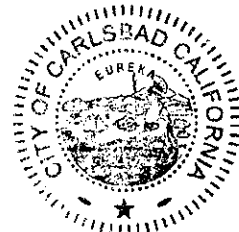
7 NOES: None.

8 ABSENT: None.
9

10
11 
12 CLAUDE A LEWIS, Mayor

13 ATTEST:

14
15 
16 LORRAINE W. WOOD, City Clerk
17 (SEAL)



RESOLUTION NO. 2009-147**A RESOLUTION OF THE CITY COUNCIL OF THE
CITY OF CARLSBAD, CALIFORNIA, APPROVING
ADJUSTMENTS TO THE FY 2008-09 OPERATING
BUDGET**

WHEREAS, the General Fund is responsible for its share of Storm Water expenses for FY 2008-09; and

WHEREAS, the FY 2008-09 adopted Operating Budget did not include authorization for the transfer, estimated at \$154,273; and

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.

2. That the City Council of the City of Carlsbad, California, does hereby authorize an additional appropriation of \$154,273 in Fiscal Year 2008-09 for the transfer from the General Fund balance to the Storm Water Fund for the General Fund share of storm water costs.

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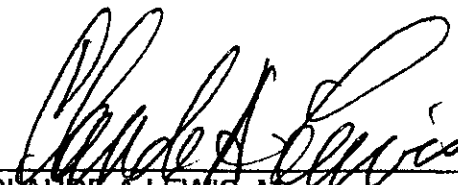
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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the
2 Carlsbad City Council, Carlsbad Municipal Water District Board of Directors and
3 Carlsbad Housing and Redevelopment Commission held on the 16th day of June, 2009,
4 by the following vote to wit:

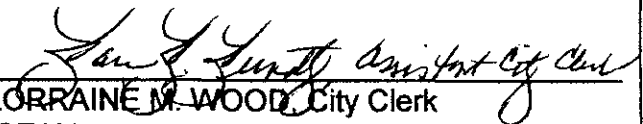
5
6 AYES: Council Members Lewis, Kulchin, Hall, Packard and Blackburn.

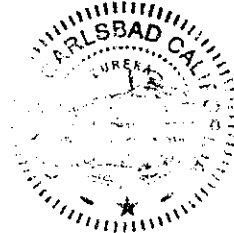
7 NOES: None.

8 ABSENT: None.
9

10
11 
12 CLAUDE A LEWIS, Mayor

13 ATTEST:

14
15 
16 LORRAINE M. WOOD, City Clerk
17 (SEAL)



RESOLUTION NO. 469**A RESOLUTION OF THE HOUSING AND
REDEVELOPMENT COMMISSION OF THE CITY
OF CARLSBAD, CALIFORNIA, APPROVING
ADJUSTMENTS TO THE FY 2008-09 OPERATING
BUDGET**

WHEREAS, the Section 8 Special Revenue Fund will not have a sufficient budget appropriation to cover the anticipated housing assistance payments for Fiscal Year 2008-09; and

WHEREAS, the Finance Department has prepared the cash flow analysis for the Section 8 Special Revenue Fund and recommends the additional appropriation of \$250,000 to cover the anticipated additional housing assistance payments; and

NOW, THEREFORE, BE IT RESOLVED by the Housing and Redevelopment Commission of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.

2. That the Housing and Redevelopment Commission of the City of Carlsbad, California, does hereby authorize an additional appropriation of \$250,000 in Fiscal Year 2008-09 from the Section 8 Special Revenue Fund balance.

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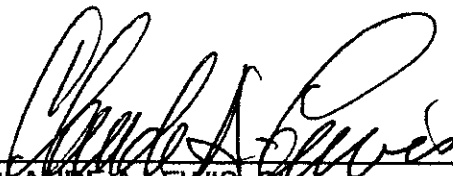
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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the
2 Carlsbad Housing and Redevelopment Commission, Carlsbad City Council and
3 Carlsbad Municipal Water District Board of Directors held on the 16th day of June,
4 2009, by the following vote to wit:

5
6 AYES: Commission Members Lewis, Kulchin, Hall, Packard and Blackburn.

7 NOES: None.

8 ABSENT: None.
9

10
11 
12 CLAUDE A LEWIS, Chairman

13 ATTEST:

14
15 
16 LISA HILDABRAND, Secretary
17 (SEAL)



RESOLUTION NO. 1359**A RESOLUTION OF THE BOARD OF DIRECTORS OF
CARLSBAD MUNICIPAL WATER DISTRICT (CMWD) TO
ADD THE POSITION CLASSIFICATION OF SCADA
TECHNICIAN AND AMEND THE SALARY SCHEDULE
FOR THE CARLSBAD MUNICIPAL WATER DISTRICT**

WHEREAS, the City Manager recommends, and the Board of Directors of the Carlsbad Municipal Water District, California, concurs, that it is desirable and necessary to adopt the classification and salary range of SCADA Technician; and

WHEREAS, the City Manager recommends, and the Board of Directors of the Carlsbad Municipal Water District, California, concurs, that it is desirable and necessary to amend the Salary Schedule for the Carlsbad Municipal Water District to reflect these changes;

WHEREAS, the addition of the SCADA Technician classification does not create changes to the Conflict of Interest Code;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Carlsbad Municipal Water District, California, as follows:

1. That the above recitations are true and correct.
2. That the Board of Directors of the Carlsbad Municipal Water District, California authorizes the placement of SCADA Technician at salary range 46, in the revised Carlsbad Municipal Water District Salary Schedule (see attachment 11a) and the establishment of a SCADA Technician job classification specification (see attachment 11b), which are hereby approved.

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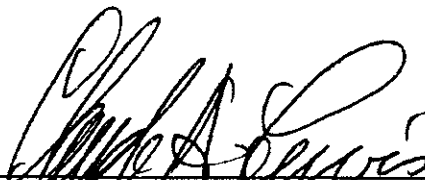
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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the
2 Carlsbad Municipal Water District Board of Directors, Carlsbad City Council and
3 Carlsbad Housing and Redevelopment Commission held on the 16th day of June, 2009,
4 by the following vote to wit:

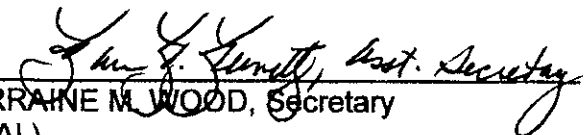
5
6 AYES: Board Members Lewis, Kulchin, Hall, Packard and Blackburn.

7 NOES: None.

8 ABSENT: None.
9

10
11 
12 CLAUDE A LEWIS, President

13 ATTEST:

14
15 
16 LORRAINE M. WOOD, Secretary
17 (SEAL)



GLOSSARY

Appropriation - A specific amount of money authorized by the City Council for an approved work program or individual project.

Assessed Valuation - A dollar value placed on real estate or other property by San Diego County as a basis for levying property taxes.

Balanced Budget - A budget in which planned expenditures do not exceed planned funds available.

Beginning/Ending Fund Balance - Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year expenses.

Bond - A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

Budget - An annual financial plan that identifies revenues, types and levels of services to be provided, and the amount of funds that can be spent. Carlsbad's Operating Budget encompasses one fiscal year, as does the Capital Improvement Program appropriation.

Capital Improvement Program - A multi-year financial plan containing proposed construction of physical assets such as park, street, sewerage, and recreation facilities. This program has identified all projects which are the responsibility of the City between the present to buildout.

Capital Outlay - Equipment (fixed assets) with a value \$1,000 or more and an estimated useful life of more than one year, such as automobiles and office furniture, which appear in the Operating budget.

Cost Allocation - A method used to charge General fund overhead costs to other funds, such as Enterprise funds and Internal Service funds.

Debt Service - The payment of principal and interest on borrowed funds such as bonds.

Department - An organizational unit comprised of programs or divisions. Examples include the Police Department, Library Department, and Human Resources Department.

Encumbrance - A legal obligation to pay funds, an expenditure of which has not yet occurred.

Enterprise Fund - A fund type established to account for the total costs of selected governmental facilities and services that are operated similar to private enterprises. These programs are entirely self-supported, and include the Water and Sanitation Departments.

Expenditure - The actual spending of funds set aside by appropriation for identified goods and services.

Fee - A general term used for any charge levied by government for providing a service or permitting an activity.

Fiscal Year - A twelve-month period of time designated as the budget year. Carlsbad's fiscal year is from July 1 to June 30.

Fund - A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance - The amount of financial resources available for use.

General Fund - The primary fund used by the City for which revenues and expenditures are not legally restricted for use. Examples of departments operating within the General fund include Fire, Library, and the City Manager's Office.

Grant - Contributions of cash or other assets from another governmental agency to be used or expended for a specified purpose, activity, or facility.

Growth Management Plan - A comprehensive approach to land-use planning ensuring controlled and managed growth within the City, while providing designated public facilities.

Growth Management Standards - Standards for acceptable service levels that have been established for eleven public facility categories.

Interfund Transfers - Payments from one fund to another fund, primarily for work or services provided.

Internal Service Fund - A fund that provides services to all City departments, and bills the various other funds for services rendered. Examples of Internal Service funds include Fleet Maintenance, Information Systems, and Workers' Compensation Insurance.

Maintenance and Operation - A general category used for classifying expenditures for materials, supplies, and services that are normally used within the fiscal year.

Operating Budget - The annual appropriation of funds for ongoing program costs, which include salaries, benefits, maintenance, operation, and capital outlay items.

Operating Costs - Estimated expenses that can be expected to occur following the construction of a Capital Improvement Project.

Personnel - Costs associated with providing the staff necessary to provide the desired levels of services. Included are both salary and benefit costs.

Revenues - Amount of funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the fiscal year.

Special Revenue Funds - A fund that collects revenues that are restricted by the City, State, or federal government as the method by which they may be spent.

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